Sustainability Report 2024

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SIEMENS Healthineers

Content

Foreword

At Siemens Healthineers, **we pioneer breakthroughs in healthcare: for everyone, everywhere, sustainably.**

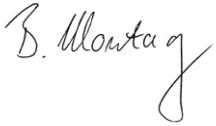
As a leader in medical technology, we see our role as pivotal in addressing challenges in healthcare: fighting non-communicable diseases, solving the critical shortage in healthcare staff, overcoming productivity challenges in healthcare systems worldwide, and enabling equitable access to healthcare.

Sustainability is an integral part of what we do, embedded in our purpose, and underpinned by our foundation in innovation and robust governance. Last year, we raised our sustainability ambition to address the growing needs of our stakeholders—patients, customers, shareholders—and create greater business and societal impact together with our employees and global partners. Since then, this "Next Level" ambition guides activities across our organization and is integrated into business and management decisions. Our commitments across the three pillars of **Healthcare Access, Resource Preservation**, and **Diverse and Engaged Healthineers** anchor our contributions to the UN Sustainable Development Goals, particularly **SDG 3, 5, 12, and 17**.

In this report, we share progress and further developments on our ambition. **Healthcare Access** is rooted in our purpose, with a focus on expanding **patient impact** and **education and training** for healthcare workforce. This year, we revised the measurement of **patient touchpoints** to capture the full global impact of our products and solutions and set a target to achieve **3.3 billion patient touchpoints worldwide by 2030**, with **1.25 billion in low- and middle-income countries**. This ambition inspires us to drive breakthroughs that democratize healthcare, empower healthcare workforce and transform the system of care together with our strategic partners.

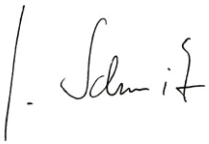
We are committed to achieving **Net Zero by 2050**. In fiscal year 2024 we achieved 40 percent reduction in greenhouse gas emissions from our own operations, and worked toward a decarbonized, more **circular value chain** together with suppliers and customers for **Resource Preservation**. We excelled as an organization achieving both our **diversity** and **external recognition** targets for 2025, a year ahead of plan. With 30 percent women in senior management roles, **employee engagement** at the top 10 percent of the healthcare sector, and more than 80 percent employees in Great Place to Work certified countries, we are proud to be an organization that unites our 72,000+ **Diverse and Engaged Healthineers** with a meaningful purpose. Through our **employee-led initiatives** and global **volunteering** program, our people create tangible impact in the communities we work in and serve.

We hope that this report offers you—our stakeholders—a clear perspective on the shifts we are making today to shape a better, more sustainable future for healthcare. Together with you, we are committed to this transformation and look forward to our ongoing dialogue to help prioritize and drive meaningful outcomes.



Dr. Bernd Montag
CEO

Darleen Caron
CHRO



Dr. Jochen Schmitz
CFO

Elisabeth Staudinger
MBM

About this Report

Our fiscal year (FY) 2024 Sustainability Report, published November 26, 2024, embodies our ongoing commitment to transparently communicate how we are addressing sustainability challenges while creating long-term value for our stakeholders. It provides a comprehensive overview of our environmental, social and governance (ESG) performance for FY 2024, and highlights key initiatives and progress toward the high ambition that we set for areas in our sustainability materiality assessment.

This publication is an important supplement to the financial reporting in our ↗ Annual Report and follows a robust reporting methodology. The information provided is reported in reference to the Global Reporting Initiative (GRI) Standards as described in A.3 GRI content index. As a member of the United Nations Global Compact, this report also outlines our progress on its Ten Principles, providing details and examples for our stakeholders and the general public on our initiatives in the areas of human rights, labor, environment, and anti-corruption.

This will be our last sustainability report prepared in reference to the GRI Standards. Beginning in FY 2025, as required under European Union law, our future sustainability reporting will comply with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). The CSRD defines a broader scope of requirements for companies to provide non-financial public disclosures on ESG topics and mandates that companies report on sustainability-related impacts, opportunities, and risks, including relevant ESG disclosures as defined by the ESRS.

The Sustainability Report FY 2024 was approved by the Managing Board of Siemens Healthineers AG (hereinafter "Siemens Healthineers," "the Company," "we," or "the Group").

Reporting period and boundaries

The reporting period is FY 2024 (October 1, 2023, to September 30, 2024), covering all Business Areas and Regions of Siemens Healthineers. Unless indicated otherwise, all figures as of FY 2022 include the Varian Business Area, which was acquired in April 2021. All figures from FY 2021 are reported without Varian. Any exceptions are indicated as such.

Data collection

Due to our size and global footprint, we collect data using a wide range of IT systems and data environments. As local rules and regulations regarding non-financial data may deviate from our reporting requirements, we reconcile and adjust our input data for internal consistency and compliance.

All information in this report may have significant data limitations, as that data may not be comparable to information published by other companies under the same or similar designations. The non-financial data included in this report was collected from various internal reporting systems. As they are largely different from those used for financial information, we may be subject to less extensive internal documentation, data generation, and auditing requirements as related to the data, IT systems, and general control environment.

We report data related to key performance indicators (KPIs) on sustainability at our Company over a multi-year period. In addition to these KPIs, a comprehensive overview of all sustainability metrics can be found in Appendix A.2 Longlist of sustainability indicators. Due to rounding, some numbers and percentages presented in this report may not add up exactly to the totals or corresponding absolute figures.

Independent assurance

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft provided independent assurance on specific corporate sustainability data outlined in this report. The KPIs that are marked with ✓ were subject to a limited assurance engagement by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft based on the International Standard on Assurance Engagements (ISAE) 3000 (Revised). For more details, see the Independent Assurance Report in Appendix A.4 Independent practitioner's report on a limited assurance engagement on sustainability information.

1.0
Siemens Healthineers and Sustainability

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Picture features employees at our office in Cary, North Carolina, United States.
We are 72,000+ employees across 70+ countries, unified by a shared purpose:
We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

Chapter 1

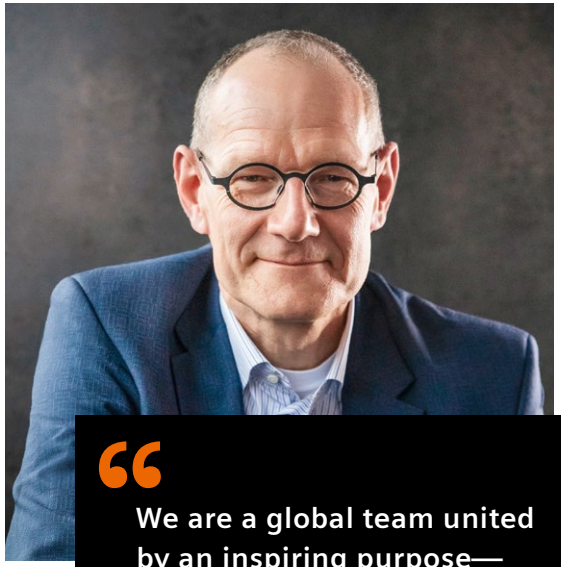
Siemens Healthineers and Sustainability

Our world's resources are limited, and our collective challenges are urgent. Healthcare systems worldwide face significant strain due to inadequate funding, shortage of qualified staff, geographical barriers, and gaps in local infrastructure. This strain is further exacerbated due to the aging population, rising burden of chronic diseases, and increasing frequency of emergency disruptions accelerated by climate change. Advanced technology is only as good as the number of people who have access to it. That is why innovation needs scalability, and solutions should be tailored to the needs of patients and integrated into local infrastructure. Medtech is a global business, but healthcare is inherently local.

We want to advance a world where breakthroughs in healthcare create new possibilities with minimal impact on our planet. Our portfolio is at the center of clinical decision-making and treatment pathways and is customized to meet local market needs. Our unique combination of strengths enables us to actively shape the transformation of healthcare to help overcome the world's most threatening diseases such as cancer, cardiovascular, and neurovascular diseases, improve the quality of outcomes, and drive access to healthcare.

Millions of patients today suffer from diseases that could already be treated successfully, simply because means of diagnoses and therapies are not yet affordable or accessible. We believe everyone should have access to high-quality and individualized care, no matter where they live. We pioneer breakthrough innovations that help extend access to quality healthcare for patients everywhere. We work together with healthcare providers to address the shortage of skilled healthcare professionals, by building capabilities through education and training, and optimizing productivity through digital, data, and AI-based innovations. Responsible and sustainable use of resources is a key commitment we uphold, and we anchor environmentally sustainable actions in all our activities along the entire value chain.

Our employees push the boundaries of what is possible in healthcare every day. Guided by our values to listen first, win together, learn passionately, step boldly, and own it, they contribute to accessible, sustainable healthcare and creating value for our stakeholders—customers, shareholders, employees, patients, and communities.



"We are a global team united by an inspiring purpose—we pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably. This drives us to advance healthcare access globally and address environmental challenges to create a resilient and sustainable future for healthcare. Consequently, we have integrated sustainability into our business priorities company-wide."

– Bernd Montag, CEO

1.1

Siemens Healthineers at a glance

Siemens Healthineers has a strong presence and market position in growth markets and is directly represented in more than 70 countries worldwide. Our main production and development sites are in Germany, the U.S., China, India, Great Britain, and Slovakia. With holistic system competence, we develop, manufacture, and sell a diverse range of innovative diagnostic and therapeutic products and services to healthcare providers in more than 180 countries. We also provide clinical consulting services as well as an extensive range of training and service offerings. This comprehensive portfolio supports customers along the entire healthcare continuum, from prevention and early detection through to diagnosis, treatment, and follow-up care.

Our strategic procurement activities help promote our success by making significant and lasting contributions in four distinct categories: productivity, quality, availability, and innovation.

Siemens Healthineers is a global provider of healthcare products, solutions, and services, with activities in numerous countries around the world. Siemens Healthineers comprises the parent company Siemens Healthineers AG, a stock corporation under the laws of the Federal Republic of Germany, and its subsidiaries. Siemens Healthineers AG is registered in the commercial register in Munich, Germany, and has its headquarters in Forchheim, Germany.

Siemens Healthineers had about 72,000 employees as of September 30, 2024 (September 30, 2023: about 71,000) and generated revenue of EUR 22,363 million and a net income of EUR 1,959 million.

Our Company

€22,363
million revenue

€1,959
million net income

15.7%
adjusted EBIT margin

~72,000
employees

>110
AI-supported product offerings

>70
countries represented

We have a global network of approximately 40,000 suppliers. In FY 2024, Siemens Healthineers purchased goods and services valued at around EUR 9,540 million (FY 2023: EUR 10,190 million) from external parties, which accounts for about 43 percent of our total revenue.

Our segments

Delivering high-quality, affordable healthcare requires scalable solutions to meet the needs of a broad spectrum of healthcare providers and related organizations. We are strongly positioned relative to this spectrum, which ranges from public and private healthcare providers, including hospitals and hospital systems, public and private clinics and laboratories, universities, physicians/joint medical practices, public health agencies, public and private health insurers, through to pharmaceutical companies and clinical research institutes. We offer different solutions tailored to our customers' needs in all our markets.

Our business operations are divided into four segments: Imaging, Diagnostics, Varian, and Advanced Therapies. We are one of the leading global providers in all these segments.

Imaging (IM)

Our **Imaging** segment provides imaging products, services and solutions, and digital offerings. Our most important products in this segment are devices for magnetic resonance imaging, computed tomography, X-ray, molecular imaging, and ultrasound. All our imaging and therapy systems are supported by shared software platforms. We offer a broad and scalable range of software solutions to support the reading and structured reporting of diagnostic images from different modalities. We generate a significant amount of recurring revenues from our customer services business (services and spare parts) due to a large installed base and long-term service relationships.

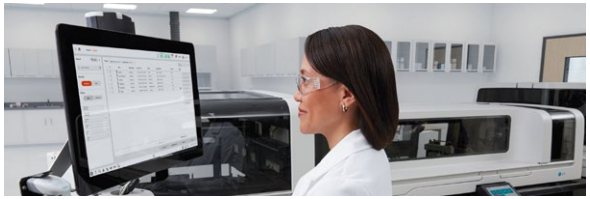
Varian (VAR)

The **Varian** segment offers a broad portfolio of innovative cancer care technologies and services that support oncology departments in hospitals and clinics throughout the world. Important needs of oncology customers in all stages of the treatment process are served with the aid of integrated equipment for high-precision, image-guided radiotherapy as well as digital solutions for healthcare management, radiotherapy treatment planning, and patient engagement. With a large installed base, Varian generates recurring revenues from services and spare parts in this business. It also provides customized support for cancer center operations, leverages expertise, best practices, and digitally enabled solutions to help care providers implement optimized, personalized approaches to care. Future-focused microwave, cryoablation, and embolization technologies are employed by interventional radiologists in the fight against cancer and other conditions. Finally, technologies for magnetic resonance imaging, computed tomography, and molecular imaging optimized for use in radiotherapy, are being used by oncology customers worldwide.

Advanced Therapies (AT)

Our **Advanced Therapies** segment's portfolio consists of highly integrated products, services, and solutions across multiple clinical fields used in the treatment of the most threatening diseases. Advanced Therapies products are designed to support image-guided minimally invasive treatments, in areas such as cardiology, interventional radiology, and surgery. The most important products in this segment are angiography systems and mobile C-arms. In the field of endovascular robotics, we focus exclusively on the development of solutions used for neurovascular interventions. Advanced Therapies generates recurring revenues from its large installed base and customer services business.

Diagnostics (DX)



The portfolio of our **Diagnostics** segment comprises in-vitro diagnostic products and services that we offer to healthcare providers in the fields of general laboratory, specialty laboratory, and point-of-care diagnostics. Serving a broad selection of diagnostic test settings—from centralized reference and hospital laboratories to critical care, emergency departments, and physician office laboratories—our comprehensive portfolio covers various testing disciplines, including immunochemistry, hematology, hemostasis, urinalysis, diabetes care, and blood gas, among others. Diagnostics' product range also includes efficient workflow solutions for laboratories and informatics products that are integrated with our offerings to improve the productivity of our customers. Diagnostics generates profits mainly from long-term contracts that include an initial instrument placement followed by ongoing reagent sales, which result in a predictable and resilient revenue stream.

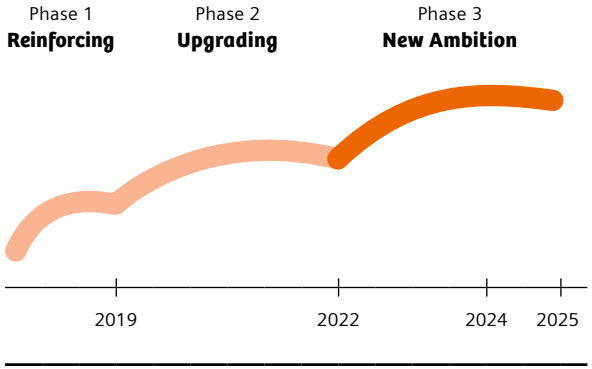
Within these four segments we provide comprehensive services all along the customer value chain. Our range of services includes essential technical customer service such as maintenance and repair, spare parts, medical equipment performance management, training, clinical education and e-learning, planning and design, financing, asset management, and managed departmental services for laboratories and healthcare facilities, as well as healthcare consulting, products, and services. We offer many of these services to our customers through Value Partnerships, which are comprehensive, long-term, performance-oriented partnerships that enable sustainable operational and clinical improvements for our customers and actively address the most important trends such as consolidation and the shortage of skilled healthcare professionals among healthcare providers.

Strategy 2025

Our Company is guided by our Strategy 2025, which defines strategic priorities to ensure our competitiveness beyond 2025. We have successfully completed the first two phases of this strategy, Reinforcing and Upgrading, expanding our core business and strengthening our role as a holistic partner for our customers. We are currently in the third phase and our focus for this is to help patients fight the most complex diseases (including cancer, stroke, cardiovascular, and neurovascular disease) by advancing in our core markets and entering new growth markets. To achieve this, we are leveraging our unique capabilities in Patient Twinning, Precision Therapy, and Digital, Data, and AI to create breakthroughs in fighting these diseases, enable more efficient operations for healthcare providers, and improve access to modern medical care for underserved populations everywhere.

To contribute to our New Ambition, our Businesses and our Regions have dedicated strategies in place that tie into five growth vectors: Cancer Care, Cardiovascular and Neurovascular Care, Networked Care & Digitally Enabled Services, China Healthcare, and Access to Care.

Strategy 2025



1.2

Our sustainability strategy and targets

Our sustainability strategy is rooted in the needs and priorities of our stakeholders, organized into three core pillars **Healthcare Access, Resource Preservation, and Diverse and Engaged Healthineers** and supported by two cross-cutting enablers **Volunteering and Employee-led Initiatives**, and **Global and Regional Partnerships**. Together, these pillars and enablers leverage our foundation of innovation and robust governance, aligning seamlessly with broader organizational objectives under Strategy 2025. Our commitments are integrated into the priorities of our Businesses and Regions, ensuring that we drive sustainability and business outcomes as one.

Healthcare Access

We are committed to tackling the greatest challenges in healthcare today: fighting the most threatening diseases, accelerating diagnoses and effective outcomes, increasing access to affordable healthcare, and addressing capacity and capability gaps in healthcare workforce. With **Healthcare Access**, we focus on expanding patient impact by pioneering breakthroughs that make healthcare accessible and affordable for patients everywhere.

We measure our impact through the number of patient touchpoints from our products and solutions worldwide. This year, we improved the calculation methodology for this KPI, to reflect our reach in a more comprehensive way. Based on this we now have a new baseline for patient touchpoints worldwide and in low- and middle-income countries, and set the following targets:

- **3.3 billion patient touchpoints worldwide, with 1.25 billion patient touchpoints in low- and middle-income countries by 2030.**

These targets replace our existing target of 260 million patient touchpoints in underserved countries by 2030.

We work with our customers to empower healthcare workforce to deliver high-quality care with education and training. Our commitment is to provide

- **6 million hours of training by 2030.**

Resource Preservation

Environmental sustainability is an imperative in healthcare today because human health is inextricably linked to the health of the planet. This is why we are taking action toward the United Nations' call to limit global warming to 1.5°C and actively working together with our suppliers and customers to reduce our collective emissions. We are committed to achieving Net Zero emissions across the value chain by 2050, with the following targets:

- **90 percent reduction of Scope 1 and 2 emissions by 2030.**
- **28 percent reduction of Scope 3 emissions by 2030, 90 percent reduction by 2050.**

We also work actively to decrease our consumption of material resources and drive circularity in our products and processes, aiming to

- **increase share of circular revenue by 2030.**

Diverse and Engaged Healthineers

Our 72,000+ diverse and engaged employees are united by our purpose and work to bring sustainable transformations to the healthcare industry. We are focused on the development of our workforce and foster a diverse and inclusive culture. Our targets reflect our commitment:

- **30 percent women representation in senior management roles by 2025.**
- **Maintain top-quartile employee engagement score.**
- **"Great Place to Work" in countries representing >80 percent of employees by 2025.**

Volunteering, employee-led initiatives, and partnerships

Our enablers amplify our impact by engaging our employees and partners in initiatives across our pillars. Through employee-led initiatives and our global volunteering program, our employees actively contribute to our priorities and create tangible impact within the Company and for the communities we work in and serve. **By 2030, we aim to have 20 percent of our employee workforce participating in employee-led initiatives within the Company, and 100,000 hours volunteered toward community impact.**

Together with our strategic partners, we unlock our combined expertise—in technology, in patient-centered innovation, and in the transformation of healthcare—toward greater impact for society and the planet.

Our materiality assessment

Our sustainability strategy and pillars were shaped by the materiality assessment performed in FY 2020. This assessment was subsequently updated after the combination with Varian in FY 2021. The materiality assessment process yielded 14 key topics based on our significance for ESG matters, and formed the basis for the topics we cover in this report, organized into the three pillars and governance. Our approach is outlined in the following:

1) **Identify potential topics.** We created a longlist of potential sustainability topics by weighing our business model, UN SDGs, trend and competition analysis, global reporting standards (e.g., GRI), requirements from sustainability rating agencies, internal sources, and internal workshops involving representatives from our key stakeholder groups.

2) **Determine topic relevance.** We evaluated each potential topic by assessing its relevance to our stakeholders and our ability to significantly impact the topic. We then conducted structured interviews with stakeholder representatives and internal experts and prioritized topics according to the interviewees' assessments.

3) **Validation.** We validated the prioritized topics and clustered them according to content, which involved representatives of our various stakeholder groups, including our Managing Board. This materiality assessment was independently assured by Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft.

The CSRD statement to be prepared starting from FY 2025 will be grounded in the materiality assessment conducted in alignment with ESRS reporting requirements, through which the current material topics will be incorporated in a redefined manner, ensuring they are aligned with evolving sustainability priorities and reporting standards.

Our material topics

Healthcare Access

- > Improve access to care
- > Innovate through responsible digitalization and artificial intelligence
- > Personalized healthcare
- > Transform to preventive care

Resource Preservation

- > Combat climate change by reducing emissions
- > Transform toward a circular economy

Diverse and Engaged Healthineers

- > Invest in our people
- > Expand diversity, equity, and inclusion
- > Respect human rights

Governance for Sustainability

- > Product quality and safety
- > Clear leadership commitment
- > Apply best business ethics through compliance
- > Responsibly grow long-term business value
- > Leverage partnerships and collaborations for innovation

Our sustainability commitment

Our commitment across the three pillars and two enablers of our sustainability strategy

Healthcare Access

Patient impact

3.3 billion
patient touchpoints worldwide by 2030

1.25 billion
patient touchpoints in low- and middle-income countries by 2030

Healthcare workforce education and training

6 million
hours of training provided by 2030

Resource Preservation

Net Zero

Scope 1 and 2 emissions

90% reduction by 2030[1)]

Scope 3 emissions

28% reduction by 2030[1)]

90% reduction by 2050[1)]

Circularity

Increase share of circular revenue by 2030

Diverse and Engaged Healthineers

Diversity

30%
women representation in senior management roles by 2025[2)]

External recognition

Great Place To Work.®

in countries representing > 80% of employees by 2025

Employee engagement

Maintain

Top-quartile

employee engagement score[3)]

Volunteering and Employee-led Initiatives

Global and Regional Partnerships

reinforced by our strong foundation of innovation and robust governance

[1)] vs. baseline 2019 [2)] in addition: adherence to country-specific legal requirements [3)] compared to the Healthcare Industry Benchmark

1.3

Our sustainability organization, and management approach

We are dedicated to advancing our sustainability impact through proactive leadership, oversight, and accountability. Our leaders are ambassadors of our purpose and spokespeople for our brand as they engage in the ongoing conversations with our stakeholders—especially customers, suppliers, partners, investors, and employees. They ensure that our sustainability priorities are embedded in our operations and that we comply with relevant standards, frameworks, and regulations. Our commitment to strong sustainability governance is also a key factor in the positive rankings we have received from leading rating agencies.

Corporate governance structure

As Siemens Healthineers AG is subject to the regulations of German stock corporation law, we have a two-tier board structure comprised of a Managing Board and a Supervisory Board. Although the boards are separate in function and personnel, they cooperate closely in the interests of the Company.

As our top management body, the Managing Board oversees the achievement of sustainable growth in the Company's value. Its members are responsible for the entire management of the Company, overseeing issues related to business policy and corporate strategy, as well as the Company's annual and multi-year plans to achieve sustainable growth.

Our Supervisory Board oversees and advises the Managing Board in its management of our business and regularly discusses business development, planning, and strategy implementation. It focuses on our material ESG issues and ESG key performance indicators and their targets at the beginning of each fiscal year.

The structure and responsibilities of the Managing Board and Supervisory Board are outlined in more detail in the Corporate Governance Statement in our ↗ Annual Report.

Sustainability organizational structure

We ensure accountability for our sustainability strategy and target achievement by embedding sustainability into our organizational structure.

Our corporate Sustainability office is responsible for the materiality assessment, overseeing the sustainability program, and reporting on progress and performance. The team works closely with leaders and experts in the Businesses, Regions, and Functions to drive the sustainability strategy implementation.

The Head of Sustainability leads the sustainability team, drives program activities across the Company, and provides regular updates to the Managing Board. The Head reports to our Chief Human Resources Officer (CHRO) and member of the Managing Board.

A central Steering Committee that includes all Managing Board members, two Business Area heads, a Region head, and the Chief Technology Officer supports the strategic development and decision-making on key sustainability matters. We also have steering committees for Resource Preservation and implementation of corporate reporting requirements aligned with CSRD/ESRS and EU Taxonomy. These committees include heads of Functions and Horizontals, for example from Accounting and Controlling, Quality, Strategic Procurement, Environmental Protection, Health Management, and Safety (EHS), and Customer Services.

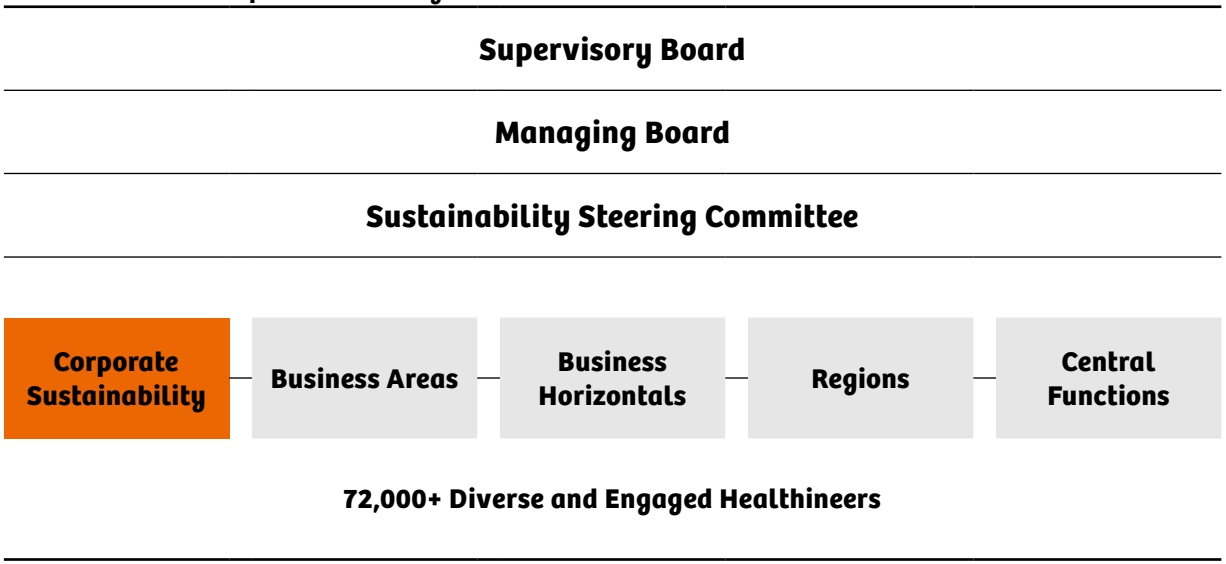
In every unit there are leaders who drive sustainability activities and commitments within the unit, ensuring consistency and alignment with the sustainability office. The degree of achievement of sustainability-related targets is part of regular dialogues between the Managing Board and the leadership of Businesses, Regions, and relevant functional units.

Sustainability and leadership compensation

As outlined in our annual compensation report, sustainability has been an integral element of top management compensation since FY 2020. Thus, it is discussed in quarterly reviews. We grant Stock Awards (long-term variable compensation) to acknowledge the contributions of Managing Board members and selected senior managers to our long-term success, promote sustainable growth, and generate lasting value creation. Our long-term variable compensation is based on the following targets: access to healthcare, measured by aspects such as volume growth of installed devices in under-served countries; reduction in carbon emissions, measured in kilotons (kt) of CO_2e emitted; and improvement in gender balance, measured by the proportion of women in senior management roles. The Supervisory Board defines the compensation-relevant ESG targets at the beginning of each fiscal year.

For further details, please see the ↗ FY 2024 Compensation Report of Siemens Healthineers

Governance Structure for Sustainability



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Collaborating with stakeholders for sustainability

Engaging closely with our stakeholders is fundamental to shaping our sustainability strategy and setting impactful targets. Understanding the needs and expectations of stakeholders allows us to align our efforts with what matters most to them—whether it is innovation toward sustainable outcomes, improving community well-being, or long-term value creation.

In FY 2023, we developed the next-level sustainability strategy based on a thorough stakeholder-backed analysis, engaging in-depth with key customers, investors, partners, and employees worldwide. Guided by the insights from these conversations, we identified our sustainability priorities and implemented initiatives to embed this in business and management decisions. We actively maintain the open and transparent dialogue with our stakeholders to ensure that our actions remain relevant and responsive, and drive positive impact.

Approach to stakeholder engagement

We rely on authentic dialogue and collaboration with our stakeholders to ensure our priorities reflect existing needs, emerging challenges, and a mutual understanding of how we can work side-by-side toward a more sustainable future. (For more information, see Chapter 5.6 Responsible growth of long-term business value.). A variety of platforms and mechanisms are used for a meaningful exchange of ideas and perspectives (see the table on the following pages).

Governance of stakeholder engagement

Our Managing Board, Businesses, the Regions and the External Affairs department oversee our stakeholder engagement. External Affairs manages the dialogue with policymakers, government and partners, in close collaboration with the Managing Board. Within the Business Areas and the Regions, the Head is responsible for maintaining a coordinated internal as well as external stakeholder dialogue.

We have designed Principles of Communication to create uniformity internally and externally and to comply with applicable publication- and communication-related obligations resulting from the stock exchange listing and financial market activities of our Company. All of our employees must comply with these principles. Additional provisions apply to potential inside information and special types of communications.

As a company, Siemens Healthineers is politically neutral. Therefore, we prohibit any direct or in-kind contributions that support political purposes, religions, or represent political interests (e.g., elections or political campaigns) and cannot hold membership in any political groups or parties.

European Green Deal

Our Company is committed to supporting the EU's Green Deal, which outlines its ambition to become climate-neutral by 2050. We recognize the importance of the European Green Deal in transforming the continent's economy toward sustainability. We collaborate with our stakeholders to foster sustainable practices and innovations that align with the Green Deal's objectives. This includes investments in renewable energy initiatives, which are crucial for decarbonization and reduction of our CO_2e emissions as we preserve resources and support our customers to do the same. We are committed to leveraging technology and innovation to support the EU Green Deal and its broader environmental and sustainability targets.

Stakeholder engagement

Our stakeholders	Ways of engagement	Impact of engagement
Customers	> Interviews, surveys, and studies > Personal contact through sales, marketing, and collaboration representatives > Subject-specific conversations with upper and senior management	> We build relationships in which close collaboration allows us to address complex and interrelated sustainability challenges. > We ensure that our products meet the existing and emerging needs of both patients and healthcare practitioners. > We expand our pipeline by identifying and incorporating customer needs into product development. > We improve access to healthcare by identifying and limiting barriers.
Employees and employee representatives	> Employee focus groups and surveys, including a deep dive on satisfaction survey > Employee events that include board members and senior management > Ongoing exchanges between employees and managers, board, and employee representatives	> We identify avenues to support and enhance employee diversity. > We increase employee recruitment and retention. > We create safer, healthier work environments.
Suppliers	> Surveys and audits > Personal contact through our procurement representatives > Supplier portal for virtual collaboration > Annual Supplier Day events at a global and regional level > Sustainability@Healthineers procurement program	> We increase the resiliency of our supply chain. > We increase industry-wide sustainability by supporting supplier initiatives.
Investors, capital providers, and analysts	> Focused sessions for deep-dive discussions with investors, together with the Investor Relations responsible for Sustainability and the Head of Sustainability > Regular dialogue through investor relations representatives and senior management > Annual shareholder meeting > Annual Report, Sustainability Report, and quarterly reports on results > Press releases	> We improve business conditions and reduce external and internal risk. > We enhance investor engagement and support for ESG initiatives. > We build value for existing investors by securing buy-in on growth opportunities. > We measure our progress and attractiveness through feedback on performance and activities.
NGOs, foundations, and multilateral organizations	> Strategic partnerships with leading NGOs and Foundations for e.g. UNICEF, City Cancer Challenge Foundation, World Stroke Organization, and The Global Fund > Memberships (for e.g. in the World Economic Forum) > Regular dialogue	> We broaden our geographical reach into identified areas of greatest healthcare need to increase access. > We enhance our impact through shared resources and innovations.
Sales and business partners	> Special programs for business partners to offer them insights into our Company > Dedicated compliance programs and training > Attendance at key conferences to interview our partners and provide marketing materials	> We gain a better understanding of market needs and changes. > We increase direct sales opportunities.

Stakeholder engagement

Our stakeholders	Ways of engagement	Impact of engagement
Industry and business associations	> Active membership in numerous industry and business associations, some of which advocate on policy matters for their members	> We exchange knowledge and share insights to improve both access to and outcomes of healthcare. > We build sustainability awareness and foster dialogue across the industry.
Science and academia	> Engagement in global collaboration network of 2,400+ leading clinical and academic partners > Participation in presentations and roundtable discussions at international scientific conferences > Participation in major international industry exhibitions > Self-initiated industry forums, summits, and think tanks	> We advance R&D across the industry by sharing insights and outcomes.
Policymakers, notified bodies, and authorities	> Ongoing exchanges with policymakers > Advocacy activities	> We help advance the development of policies. > We increase advocacy efforts to cover more topics including oncology, digital health and AI, access to healthcare, precision medicine, environmental and social sustainability, circular economy, trade policy, and international cooperation. > We reduce our risk exposure by proactive engagement in emerging regulations.
Media	> Press releases, press conferences, and press trips > Social media engagement > Annual Report, quarterly report on results	> We raise awareness of our Company and activities to amplify our impact regionally and globally.
Competitors	> Joint participation in trade associations	> We collectively address complex and interrelated sustainability challenges to make sustainable progress together.

1.5

Commitment to the UN Sustainable Development Goals

In 2015, the United Nations established 17 Sustainable Development Goals (UN SDGs) to offer a universally acknowledged framework for both public and private sustainability ambitions. To align ourselves with this effort to build a better future for us and our planet, we embrace the UN SDGs and have identified three primary goals that align with our core business and priorities:

SDG 3: Good health and well-being: "Ensure healthy lives and promote well-being for all at all ages". Our products, solutions, and innovations, as well as our efforts to establish universal healthcare coverage and fight both communicable and non-communicable disease, help further this goal. These efforts are reflected in our Healthcare Access strategic pillar.

SDG 5: Gender equality: "Achieve gender equality and empower all women and girls". We believe that embracing diversity in all forms is critical for our success and are committed to encompassing all forms of diversity, including nationality, religious beliefs, and sexual orientation, and driving measures to end discrimination. To support our gender diversity goals, we work on multiple organizational levels, from senior management to our talent pipeline. Progress in this area is supported by our Diverse and Engaged Healthineers strategic pillar.

SDG 12: Responsible consumption and production: "Ensure sustainable consumption and production patterns". We strive to sustainably consume resources and enhance circularity by responsibly sourcing raw materials and reusing and recycling our products at the end of their useful life. We pursue these objectives in our own operations while also encouraging our suppliers' initiatives, amplifying our impacts across our entire value chain. Our Resource Preservation pillar underpins our pursuit of this goal.

Although we have identified these three SDGs as core to our business, we are committed to all 17 goals. We have identified the remaining 14 SDGs as either primary or secondary to our business (see chart).

United Nations Sustainable Development Goals

Core SDGs

Primary SDGs

Secondary SDGs

1.6

Recognitions and ratings

We gratefully accept recognitions and ratings that acknowledge the steady progress on our sustainability initiatives.

Awards

In FY 2024, our commitment to sustainability earned us the prestigious German Sustainability Award, which was established in 2008 and is given annually to 100 companies to identify leaders and role models in the advancement of social and ecological responsibility. It is granted in cooperation with the German Chamber of Industry and Commerce, the Federal Ministry for the Environment, and WWF Germany.

Our Company was also awarded first place—the Grand Winner in the Sustainability category—at the SAP Quality Awards 2024 in June 2024. Our winning entry focused on implementing SAP Responsible Production and Design—a project that significantly advanced our environmental and sustainability efforts by reducing regulatory complexities, optimizing reporting processes, and promoting sustainable packaging.

In this fiscal year our Company has also been rewarded by the joint initiative from EuPD Research and the Handelsblatt Media Group with the Corporate Health Award that emphasizes how good corporate health management acts as a role model. Awarded companies in Germany demonstrate a strong commitment to the health of their employees and pursue a forward-looking, sustainable human resources strategy.

Awards FY 2024

Winner

German Sustainability Award 2024

Grand Winner

SAP Quality Awards for Sustainability 2023

Special Award

Corporate Health Award 2023

We were also recognized in FY 2024 as a Partner for the Alliance for Climate Neutral Erlangen, recognizing our active contribution to the implementation of the 41 measures of the city's Climate Awakening Roadmap.

Ratings

Our sustainability performance and ESG ambitions are also recognized in the MSCI and Sustainalytics external ratings, which measure the impact of our sustainability strategy and offer us important benchmarks for further progress. In FY 2024, our scores for both ratings improved: our MSCI rating was upgraded from a "BBB" rating to "A", while our Sustainalytics ESG Risk Rating improved from 19.69 to 18.07, maintaining our low-risk rating.

ESG rating result MSCI

Result 2024

A

Year 2023 **BBB**

Year 2022 **BBB**

Laggard			Average			Leader	
CCC	B		BB	BBB	A	AA	AAA

ESG risk rating result Sustainalytics

Result 2024

18.07

Year 2023 **19.69**

Year 2022 **21.22**

Negligible	Low Risk	Medium	High	Severe
0–10	10–20	20–30	30–40	40+

2.0 Healthcare Access

Pages 20–40

Picture of a mother and her child at the Smart Clinic, a cooperation with the Colombian Red Cross to bring medical devices to remote areas. We pioneer breakthroughs to make healthcare more accessible and affordable for patients everywhere.

Healthcare Access

Our commitment

Patient impact

3.3 billion

patient touchpoints worldwide by 2030

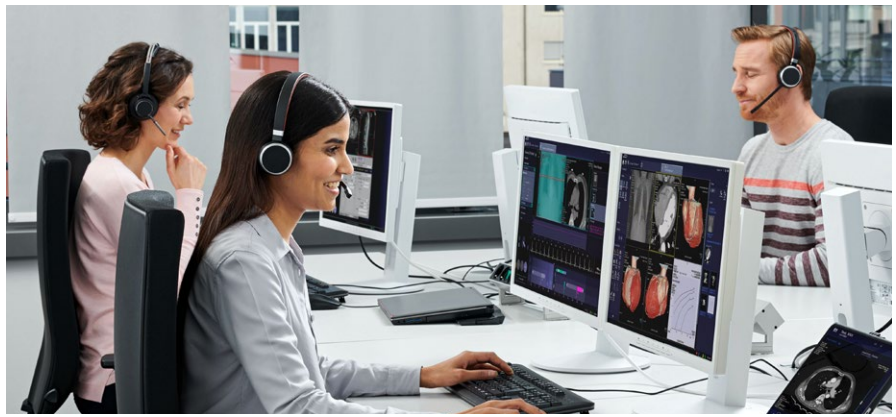
1.25 billion

patient touchpoints in low- and middle-income countries by 2030

Healthcare workforce education and training

6 million

hours of training provided by 2030



Chapter 2

Healthcare Access

Healthcare is a fundamental human right, and the cornerstone of a healthy, sustainable society. Yet, more than half of the world's population, 4.5 billion people, lack full access to affordable and timely healthcare services. This disparity affects underserved communities not only in low- and middle-income countries but also in high-income countries.

The rise of unhealthy lifestyles, coupled with an aging population, further widens the gaps in patient care. This is especially true for non-communicable diseases (NCDs) such as cancer, cardiovascular disease, diabetes, and stroke. Seventeen million people die prematurely each year—before they reach the age of 70—from treatable NCDs. Eighty-six percent of these deaths occur in low- and middle-income countries.[1)]

The growing gap between the increasing number of patients and the availability of qualified clinical staff is also a major challenge for the healthcare industry. To deliver high-quality patient care amidst this imbalance, healthcare providers must focus on achieving optimal clinical outcomes.

This requires a strategic approach to empower the healthcare workforce through focused education and training—an important lever to expanding healthcare access as well.

At Siemens Healthineers, we pioneer breakthroughs to make healthcare more accessible and affordable for patients everywhere.

This is why Healthcare Access is the core pillar of our sustainability commitment. By combining our expertise in medical technology with the skills of our diverse and dedicated Healthineers, we innovate globally and deliver impact locally. Our strategic strengths—Patient Twinning, Precision Therapy, and Digitalization, Data and AI—place us at the forefront of addressing global healthcare challenges including NCDs, healthcare personnel shortages, and productivity gaps.

Building resilient health systems requires a comprehensive long-term approach that prioritizes patient outcomes while supporting healthcare professionals in delivering quality care every day. Through more than 150 research projects with our customers and our strategic partnerships, we drive meaningful innovations, create robust frameworks of support for patients and the workforce, and accelerate the transition toward a more sustainable healthcare system.

Our focus

We partner with our stakeholders around the world to expand access to healthcare by

- **Driving healthcare breakthroughs** by applying advanced technology and AI to democratize healthcare and overcome barriers in low-resource settings. We embrace AI's transformative potential to enhance diagnostic accuracy, tailor treatment to individual needs, streamline processes, and increase efficiency, while ensuring that its implementation aligns with ethical principles and fosters trust.
- **Expanding collaborations and strategic partnerships** to align resources, transform the system of care, and build ecosystems that benefit patients. By sharing knowledge and co-creating with our partners, we leverage diverse expertise and technologies that benefit patients across different regions and scale sustainable healthcare solutions more effectively.
- **Empowering healthcare workforce** through education and training to close the gap toward better delivery of care. Our hybrid learning solutions, which feature a mix of personal, remote, and virtual formats, help improve the competences and learning experiences of healthcare professionals—anytime and anywhere.

1) *World Health Organization: WHO. 2023. Noncommunicable diseases.*

By integrating Healthcare Access into our sustainability and business strategy, we are accelerating our progress on UN SDG 3: Good health and well-being; deepening our commitment to SDG 10: Reduced inequalities; and acknowledging the importance of SDG 17: Partnerships for the goals.

Our targets

We measure our success in expanding access to healthcare through "Patient touchpoints". This KPI is a measure of the number of times patients get in contact with our products and solutions, getting access to diagnosis and treatment with our in-vivo products and receiving in-vitro diagnostic tests in clinical laboratories or at the point of care.

In FY 2024, we revised the calculation methodology for the patient touchpoints KPI and made it more comprehensive by incorporating the reach of our global portfolio based on actual data from our systems and solutions, and applying portfolio, modality and geography-specific usage considerations across all regions we operate in. With this revision, we are able to calculate patient touchpoints from our entire portfolio for worldwide, and therein 136 low- and middle-income countries (as classified by the World Bank), and this replaces our earlier methodology that measured touchpoints from 90 underserved countries. Based on the new calculation, we revise our commitment for 2030 and have established the following targets:

- **3.3 billion patient touchpoints worldwide, with 1.25 billion patient touchpoints in low- and middle-income countries by 2030.**

We will continue to grow our education and training services toward empowering healthcare professionals, and work toward the target to provide

- **6 million hours of training by 2030.**

More details on our KPIs and their reasoning can be found in Appendix A.1 Reporting principles.

Management approach

Our Healthcare Access strategy and KPIs are integrated with the Business and Region strategy, helping drive decisions on a day-to-day basis toward patient and workforce impact. Healthcare Access initiatives and outcomes are reviewed regularly with the Sustainability Steering Committee. Progress on KPIs and projects are measured and reviewed in quarterly reviews with the Managing Board. The Sustainability Report documents our Healthcare Access performance on an annual basis for all our external stakeholders. Achievement of the patient touchpoints target (alongside other sustainability targets) has been incorporated into the Managing Board's compensation (as of FY 2020). Our internal policies outline our commitment as well and ensure that we align with regulatory requirements and best practices globally.

2.1

Improve access to care

Our new targets reflect our commitment to tackling the growing healthcare disparities that affect patients everywhere. We drive advancements in technology and work to close gaps in infrastructure and workforce empowerment, enabling our customers to operate more efficiently, improve patient outcomes, and more effectively address the rising burden of diseases. Collaborating with partners who share our vision is also a key part of our strategy. Together with our partners, we work to overcome critical barriers and drive transformative, long-term improvements toward accessible, high-quality healthcare for all. Chapter 6, Partnerships covers these partnerships more comprehensively.

Our progress in FY 2024

With our revised calculation for patient touchpoints, we achieved 2.6 billion patient touchpoints worldwide this year, of which 974 million were from low- and middle-income countries. We also provided 4 million hours of training to healthcare workforce.

Initiatives

We are proud to share several examples of how we put patients and communities first this year as we worked together with our customers to expand access to healthcare.

Early diagnosis

- Our innovation efforts are focused on ensuring that our products perform at a high level in low-resource settings, allowing the necessary medical technology to reach underserved communities. This year, we **installed over 100 MAGNETOM Free.Star systems in low- and middle-income countries,** thereby enabling access to MRI for populations that did not have it before. For more information about this breakthrough in democratizing healthcare, see our story "Breaking barriers in MRI".

- Blood tests are key to diagnosing and treating diseases quickly. But getting test results to support faster diagnosis is a challenge, especially in rural Kenya. We are **utilizing the latest in drone technology to effectively and efficiently transport blood samples from rural areas to centralized labs** across challenging terrain to expedite diagnosis for critical conditions. This solution puts life-saving diagnoses within **reach for up to 11 million people.**

- At Aarthi Scans & Labs, the largest diagnostic network in India, our **combined imaging and laboratory diagnostics offerings are helping 2 million people receive diagnoses annually**

Patient touchpoints worldwide

Baseline FY 2024	Target FY 2030
2.6 billion	3.3 billion

Patient touchpoints in low- and middle-income countries

Baseline FY 2024	Target FY 2030
974 million	1.25 billion

Healthcare workforce education and training

Baseline FY 2024	Target FY 2030
4 million hours	6 million hours

across their 60 imaging and lab diagnostic centers, including in rural areas.

- Advancing early and accurate diagnosis is key to enable timely treatment of diseases. We have **deployed mobile units** that are equipped with everything from point-of-care lab solutions and screening equipment to advanced imaging devices like mammography or CT systems. Our smart mobile clinic, a joint project with the Colombian government and the Colombian Red Cross, is equipped with imaging and lab systems and has the **capacity to serve 200,000 people from vulnerable populations in rural Colombia.**

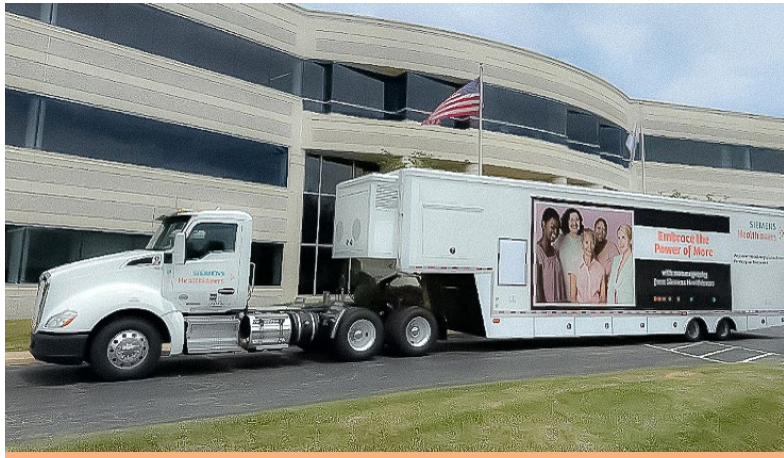
Comprehensive care

Cancer

- According to a World Health Organization report, over 35 million new cancer cases are predicted in 2050, an increase of 77 percent from the estimated 20 million cases in 2022. Our vision at Siemens Healthineers is to help create a world without fear of cancer. We are constantly **exploring innovative approaches to ensure that everyone, everywhere has access to high-quality cancer care.** We partner with leading organizations to push boundaries, leap frog current limitations and build scale for a more equitable future. Read about our impact in the north-east region of India which has the highest incidence of cancer in the country, in the story "Bringing cancer care to northeast India".

Stroke

- More than 13 million new strokes happen each year worldwide, and global stroke mortality is set to rise 50 percent by 2050. For stroke patients, time is of the essence, in other words "time is brain". Every minute saved can positively impact patient outcomes. Our **goal is to increase access to stroke care and drive solutions that save time along the entire stroke pathway**—from the onset of stroke to treatment and follow-up. For instance, our mobile stroke units bring optimized stroke care to rural Catalonia, with the aim to reduce door-to-needle time by 30 percent. More recently, we also signed a two-year global partnership with the World Stroke Organization to deliver education and training programs aimed at strengthening clinical capacity and driving access to mechanical thrombectomy. This minimally invasive surgery to remove blood clots in the brain greatly enhances patient outcomes. Through our partnership, we aim to make it accessible to those who need it most, particularly in underserved communities.



Bringing mammograms to communities in need

We address the gap in breast cancer screenings across the U.S. by partnering with local healthcare providers, including Penn Medicine in Pennsylvania, WakeMed in North Carolina, the Medical University of South Carolina, and Kaleida Health in Buffalo (NY), to offer free mobile mammogram services in underserved communities.

Our mobile mammography trailer (equipped with qualified technologists and the latest 3D imaging technology) offers women aged 40 and older an essential screening in the battle against cancer, free of charge with no need for an appointment or insurance coverage.

Education and training

Our focus on educating and upskilling the healthcare workforce boosts expertise and efficiency, leading to greater healthcare access, improved patient care, and better health outcomes. We follow a hybrid learning approach and focus on four main pillars of training (see graphic on the right).

Our goal of 6 million hours of training for health workers by 2030 will be accomplished through continuous improvements and expanded offerings, particularly in the areas of digital and personalized learning.

To build capacity and bridge knowledge across borders, we established local training hubs. For example, we set up a dedicated Training Academy in Cairo, Egypt and since last year, we have trained over 2,100 experts from 13 countries across the Middle East and Africa. We implemented a hybrid learning concept, including online sessions, hands-on courses with SmartSimulator, and practical onsite training with systems and patients. Additionally, we provided ultrasound and biopsy training using breast phantoms, with over 80 participants per webinar and hands-on session.

For more about our training initiatives, see our story "Striving for sustainable healthcare in Tanzania".

Healthcare workforce education and training

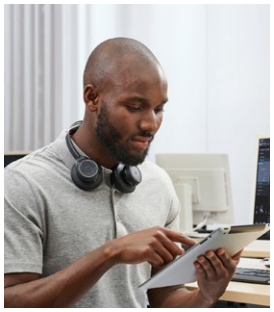
Application training

Product and clinical education delivered onsite or online. Onsite training enables optimal device operation through customized, hands-on learning. Online training provides rapid access to knowledge without disrupting the clinical workflow, using different formats such as audio, video, and chat capabilities.

Self-paced online learning

Asynchronous digital learning activities provided through learning platforms and tailored to the roles and learning styles of healthcare professionals.

PEPconnect, a global online platform, enhances knowledge and skills with more than 21,000 activities, including eLearning, webinars, and job aids. VarianThink, focused on oncology education, offers more than 300 learning activities.



Training events

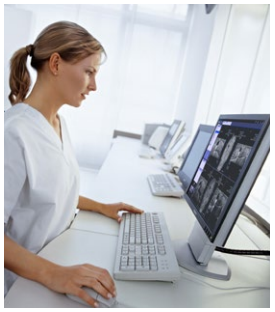
Synchronous classroom training, workshops, and lectures to optimize healthcare professionals' clinical or technical skills. Participants can choose from various courses and benefit from our trainers' and clinical partners' expertise. Whether virtual or face-to-face, we deliver practical knowledge in clear, interactive units.

Learning platforms enable easy access and management of learning activities including certifications.

Simulation-based training

Equipment or clinical procedure simulation to learn and practice, either self-guided or as part of in-person or virtual classroom training. The aim is to shorten the ramp-up time for new equipment and workflows and to increase confidence.

Our SmartSimulator offers clinical workflow simulations for different devices and user groups.



2.2

Innovate through responsible digitalization and artificial intelligence

Our collective mission is to revolutionize modern medicine to make it more accessible, efficient, and humane. Innovations in healthcare need to enhance both the accessibility and outcomes of medical diagnosis and treatments—this is the only way to add sustainable value for healthcare systems around the world.

Backed by an **annual research and development investment of EUR 1.9 billion and about 25,000 technical intellectual property rights, including around 16,000 granted patents,** we constantly bring breakthrough innovations to market—for the benefit of patients, medical professionals, and society.

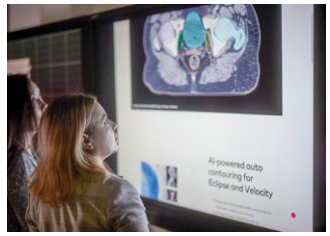
Our unique capabilities at Siemens Healthineers for patient-centered innovation

Patient Twinning

Personalization of diagnosis, therapy selection and monitoring, after care and managing health

Precision Therapy

Intelligent and image-guided treatment for the most prevalent diseases



Digital, Data, and AI

Leveraging digital, data, and AI to advance providers' operations with tech-enabled and enterprise services

Our aim is to ensure that every patient receives the specific medical treatment they need, in a highly individualized and targeted way. To achieve this, the following three core capabilities are key for us:

- **Patient Twinning** aims to describe the individual characteristics of each patient as precisely as possible so that—if need be—treatment can be tailored to the individual geared even toward simulations at some point in time. Thanks to a constant process of innovation in medical imaging and laboratory diagnostics, we are edging closer to creating "digital twins" of individuals.

- **Precision Therapy** adapts the latest technology precisely to the situation and needs of the individual patient. Robots help physicians to navigate catheters through blood vessels in the heart or brain with submillimeter accuracy. High-precision radiotherapy targets tumors and preserves healthy tissue as far as possible.

- **Digitalization, Data, and AI** work together, with AI linking digitalization and data to assist physicians with diagnosis and treatment planning and deliver exactly the right treatment precisely for each patient. They also help to minimize errors, reduce variations in care, and scale technologies up. The patient benefits from a course of treatment that has proven successful in many similar cases—and knowledge is transported to where the patient is being treated.

With these capabilities, we help our customers apply advancements to deliver high-quality care for those who need it the most and bring medical technology and expertise to places where it is limited.

Innovations highlights

MAGNETOM Flow. platform—Greater sustainability and efficiency in MRI

- First 1.5 tesla (T) platform from Siemens Healthineers with virtually helium-free technology

- Focus on efficient workflows and positive patient experience

- Artificial intelligence for better image quality and faster examinations compared to other Siemens Healthineers devices without AI

The MAGNETOM Flow. platform is our pioneering next-generation 1.5T sustainable and helium-independent MRI platform. The amount of liquid helium required for cooling has been reduced from 1,500 liters to 0.7 liters, thanks to the DRY Cool technology, bringing down costs and saving resources. The system has no quench pipe, which other MRI systems need to safely allow cold helium to escape from the building directly into the atmosphere in the event of an emergency shutdown. The new system with a bore size of 60 cm covers the entire range of applications for MRI. Comprehensive use of image reconstruction based on AI enables shorter measurement times with improved image quality, compared to other Siemens Healthineers devices without AI, and the high degree of automation simplifies the workflow and provides an elevated patient experience to our highest quality.

Biograph Trinion TM[2)]—A next-generation, high-performance PET/CT scanner

- Ultra-fast time of flight[3)] and special air-cooled design

- Sustainable imaging platform with low total cost of ownership

- Able to address clinical needs, including oncology, theranostics, cardiology, and neurology

This year we introduced Biograph Trinion, which is a high-performance, energy-efficient positron emission tomography/computed tomography (PET/CT) scanner with a wide range of clinical capabilities and low lifetime operational cost.

Biograph Trinion is designed for optimal user and patient experience. Its workflow, which is powered by AI and enabled by the myExam CompanionTM intelligent user interface, automates tasks and guides the user through each step of the exam for fast, consistent results. The scanner is designed to be energy-efficient, with a smart power-save mode that powers down the system overnight and automatically powers it up the next morning without dis-

[2)] *The products/features mentioned herein are not commercially available in all countries. The future availability cannot be guaranteed.*

[3)] *Ultra Fast Time of Flight is defined as <275 ps.*

rupting the workflow, for energy savings of up to 46 percent[4].

CIARTIC Move— A self-driving, automated C-arm for faster intraoperative imaging

- Fully motorized C-arm system that can be operated from the sterile field by remote control
- Precise and automated positioning for up to 50 percent faster intraoperative imaging
- Relief for staff and reduction of idle time in the operating room

CIARTIC Move is an automated, self-driving C-arm system for intraoperative imaging in surgery. Fully motorized, from the C-arm down to its holonomic wheels, the system enables automated intraoperative imaging workflows and accelerates imaging times compared with manual mobile C-arms. Staff can steer the system with ease, both within the Operating room (OR) and when moving it between rooms. In addition, with full remote control, adequately trained surgeons and OR teams can keep working even in the absence of a dedicated C-arm tech. These features help to significantly ease the burden on clinical staff, both physically and mentally, and bridge staff absences, a key challenge that is facing healthcare systems.

ACUSON Maple Ultrasound System

- Powerful, cost-effective system configurable for all clinical needs
- AI-powered applications for optimized efficiency
- Ideal for emerging markets and smaller healthcare centers

Designed for versatility, the ACUSON Maple supports 15 transducers and has 25 advanced features that enhance usability and streamline workflow. An integrated battery enables up to 75 minutes of unplugged system scanning. This capability is invaluable in emerging markets with power supply challenges and in clinical settings that require movement between exam rooms for rapid patient assessment. The system's suite of AI-powered tools empowers clinicians to improve efficiency by increasing consistency in repetitive tasks. For obstetrics (OB) and gynecology (GYN) imaging, the Auto OB feature leverages machine learning to automatically calculate the age and weight of the fetus, reducing overall measurement time by up to 24 percent.

New cardiology applications for ACUSON Sequoia Ultrasound System

- Cardiology applications with AI
- A new 4D transesophageal (TEE) transducer for cardiology exams

The new AI-powered cardiology features include AI Measure, which addresses the tedious, time-consuming task of manually obtaining the detailed measurements needed for routine echocardiography exams. AI Measure, with up to 120 AI-powered calculations, reduces the routine echo exam time. The 2D HeartAI feature uses AI to improve exam efficiency and workflow during cardiac strain imaging, which measures deformation in the myocardium, delivering auto view detection and auto contour placement with or without an electrocardiogram. Additionally, 2D HeartAI, with or without contrast, streamlines the diagnostic capabilities of ejection fraction evaluation and cardiac strain analysis, reducing unnecessary follow-up exams.

Neurofilament Light chain— Improving the management of multiple sclerosis

- New blood test developed in collaboration with Novartis aims to improve management of relapsing multiple sclerosis (RMS)
- Identifying risk of MS-related neuronal injury earlier would support better management of the disease

We have achieved a CE mark for the NfL assay for use on the Atellica IM Analyzer and the ADVIA Centaur XP/XPT Systems, developed in collaboration with Novartis Pharma AG and are now closer to making a blood test for ↗ multiple sclerosis (MS) disease management available. The test will be useful alongside other clinical, imaging, and laboratory findings to predict the risk of MS disease activity in a patient with relapsing MS. Identifying risk of MS-related neuronal injury earlier in patients with relapsing MS would support neurologists and other physicians in better managing the disease and potentially help to prevent relapses and worsening of disease. Blood-based biomarkers such as NfL are expanding the understanding of neurological diseases and are expected to rapidly change the practice of neurology. We are well-positioned with

[4] *Date on file*

the Atellica Solution to support neurological diseases with tests that can be run on widely accessible laboratory platforms, making these types of tests available to more physicians and their patients.

Atellica UAS 60 Analyzer

- Analyzer identifies urine sediment particles and flags outliers potentially overlooked by human eye
- Labs gain potential to reduce human error and save time by automating urinalysis workflow
- Full field-of-view digital imaging closely replicates manual microscopy

Urinalysis reveals important patient insights such as proper kidney or liver functions and can detect bacterial infection and other diseases. The manual process of handling a urine sample, preparing a slide and then analyzing a sample under a microscope to identify urine sediment particles is time consuming and introduces variability. The Atellica UAS 60 Analyzer is a compact solution for urine sediment analysis and can automate a lab's urinalysis workflow with full field-of-view digital imaging that closely replicates manual microscopy. It uses neural network-based postprocessing of images to identify urine sediment particles. Laboratory professionals can more rapidly and accurately review and report urine sediment results by replacing routine manual microscopy with an automated, digital alternative. The lab professional can also employ the live-view mode to visualize movement, commonly seen in parasites. Chronic kidney disease and urinary tract infections can be more easily identified with automatic bacterial subcategorization.

Expanding healthcare access with AI and digitalization

In the era of rapid technological advancements, AI stands poised to revolutionize the healthcare landscape, making healthcare more accessible, efficient, and effective.

We have been researching and developing scalable AI solutions for over 20 years and have demonstrated benefit from its application in medicine.

By developing AI-powered applications, we help physicians manage a growing population of patients with complex diagnostics and treatments in cardiology, oncology, and neurology.

We process vast volumes of imaging data, identify patterns, and automate clinical routines to enable physicians to execute more precise diagnoses and targeted treatments grounded in evidence-based medicine. We also leverage AI to develop AI-driven workflows in laboratory diagnostics, helping to streamline processes and improve accuracy in a critical area of healthcare. In research and development, we are currently developing tumor markers to construct computational models that will enable lab equipment to analyze and diagnose cancer more individually, precisely, and early, increasing recovery chances. AI can also help to lower the cost of care through standardization and automation—and when combined with digitalization, AI can bring high-quality diagnosis to regions with critical staff shortages.

AI for early detection and diagnosis

In the field of early detection and diagnosis, we have developed an array of "automated helpers" to speed up workflows—for example to specifically target cancer. Based on deep-learning algorithms, this family of **AI-Rad Companion applications** is able to support a variety of functionalities such as highlighting abnormalities, segmenting anatomies, and comparing results to reference values. With AI automating certain steps, more time can be dedicated to individual patients who might benefit from an early diagnosis and, if necessary, treatment. Studies have shown workflow improvements by reducing the mean interpretation time for radiologists by around 22 percent when AI support is provided for the reading of Chest CT images. Another advantage of the AI-based Chest CT algorithm is that when used in dedicated programs for certain risk groups, e.g., smokers, it can also deliver incidental findings for other areas that are included in the scan field, such as enlarged diameters of the aorta. The AI algorithm automatically analyzes the complete CT image of the chest and does not only focus on the lung like a radiologist would normally do.

AI for comprehensive care

If a patient has to undergo radiation therapy, a thorough treatment plan is key, since the goal is to destroy cancerous cells while preserving healthy tissue and organ function to get the best outcome for the patient. Creating such a plan is complex. **RapidPlan™** knowledge-based planning from Varian is a machine-learning tool that studies best practices

from past successful treatment plans and creates knowledge-based treatment models that are applied to improve the treatment plans for future patients. These RapidPlan models help to quickly generate and validate new high-quality treatment plans based on shared expertise. The role of AI does not stop with treatment planning—it can also support individualized treatment. Over the course of radiation treatment for cancer, which can last anywhere from one to seven weeks, there are anatomical changes in the tumor as well as in the surrounding healthy tissues. Adaptive therapy is a way to account for these changes in a matter of minutes: The **Ethos Therapy™** system by Varian is capable of generating a new radiotherapy treatment plan for every individual patient every day based on current anatomical images taken just prior to treatment, instead of basing an entire course of treatment on one CT scan that is generated days or even weeks before treatment begins. Ethos thereby enables clinical teams to offer a more targeted treatment that minimizes the impact on other tissues and organs.

Generative AI

In many countries, the number of radiology examinations is skyrocketing, while the number of radiologists and imaging specialists remains limited. The result is a dramatically increased workload for radiologists. On average, they spend 11 hours each week on paperwork, and 61 percent of physicians cite bureaucratic tasks as the main cause of burnout[5]. This is a key opportunity for generative AI. This technology has the potential to take productivity in radiology and personalized patient care to the next level by building on existing AI and automation technologies. We are developing different large language models to address challenging clinical opportunities. We are also working on generative AI for use in customer service and support, as well as for training medical staff. We believe generative AI holds significant promise as an important part of the value chain and could transform how we deliver healthcare.

Access to data

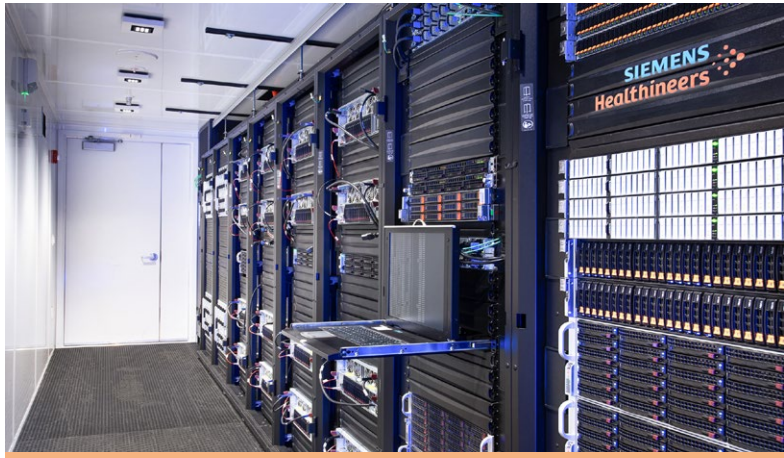
Access to comprehensive high-quality health data is essential for advancing AI in healthcare. We have a vast reservoir of medical data with over two billion data points. This was meticulously gathered from all continents and a diverse range of sources, encompassing public clinical registries, medical associations, and trusted research partners. The datasets contain a wealth of information, including clinical images, lab data, genomic data, and clinical data such as patient histories.

Our commitment to data quality includes a thorough verification of each data point by our experts and enrichment with additional information like anatomical landmarks, diagnostic indicators, and tumor characterizations. These annotations are crucial for developing accurate and reliable AI models.

Responsible use of AI

As we embrace AI's transformative potential, we also ensure its implementation aligns with ethical principles, fosters trust, and empowers healthcare systems to deliver better outcomes for everyone. Everywhere.

[5] *Medscape Physician Compensation Report 2023*



AI Factory

At the heart of our AI development is a team of 350 highly skilled experts who meticulously develop, train, and validate our AI algorithms. We have established a global computing network infrastructure for AI experimentation with the flagship computer Sherlock, which has exceptional computing capacity to conduct over 1,600 AI experiments every day and runs on 100 percent renewable energy.

Sherlock is operational in the United States and supported by our decentralized infrastructure in China, Germany, and India.

We have devised nine principles that guide the way we develop and implement AI in the field of healthcare while safeguarding patient information.

- We develop AI solutions to support patients' desires for more personalized medicine.
- We believe healthcare professionals together with AI solutions are a strong team.
- We believe the level of autonomy of AI solutions needs to be balanced with ethical expectations and human values
- We work passionately to make AI solutions accessible to patients everywhere.
- We believe data handling in healthcare needs to focus on the individual.
- We believe AI development needs to be transparent.
- We measure ourselves against the highest scientific standards.
- We strive to develop AI solutions for the healthy and the sick.
- We speak honestly about the capabilities of our AI solutions.

We harness the power of data responsibly and ensure its integrity and privacy.

Data privacy and data protection are at the core of our business. Our AI factory is run by a strict corporate policy.

- We adhere to stringent data privacy principles to **ensure that patient information remains secure and protected.** Before data is used in research projects, it undergoes a rigorous anonymization process to remove all personally identifiable information. This safeguards patient privacy while enabling valuable research advances.
- We believe that trust and accountability lay the foundation for responsible data privacy management, and therefore we **apply high data privacy standards worldwide**. The fundamental legal principles of the General Data Protection Regulation (GDPR)—including legitimacy and lawfulness of data processing, purpose limitation, the need-to-know principle, data avoidance, and data economy—are mandatory for Siemens Healthineers worldwide based on our own internal directives. In addition, we apply proven technical standards and organizational measures to ensure data security, authenticity, and confidentiality. Our ISO-certified cybersecurity management system follows a holistic approach and integrates information security management (ISO 27001) and privacy information management (ISO 27701).
- We **invest in trustworthy partnerships to access data**. Efforts to improve medical knowledge and data-driven healthcare solutions depend largely on having the right to access health data from diverse and genuine sources. We believe that providing fair access to relevant data to all healthcare stakeholders and using this data responsibly to our mutual benefit will contribute to advancing the field of medicine. We therefore build our data-related partnerships on a foundation of fairness and transparency. We believe that by making ethics and privacy the foundation of AI in healthcare and by enforcing robust safeguards, we can build trust, accelerate innovation, and improve patient outcomes. Together we can create a future where AI enhances accessibility, sustainability, and resilience in healthcare.

SHIFT—the Siemens Healthineers innovation ecosystem

Leveraging innovation is crucial for organizational growth and sets the stage for individual growth. Innovation happens in collaboration, not in isolation. Our Siemens Healthineers Innovation Ecosystem, known as SHIFT, strives to connect people around their expertise and interests across various business sectors, promoting knowledge sharing and collaboration, and empowering employees to contribute to transforming healthcare delivery, management, and the patient experience. SHIFT connects **People** by offering **Places** and a **Platform** for ideas to take root and innovations to emerge.

People

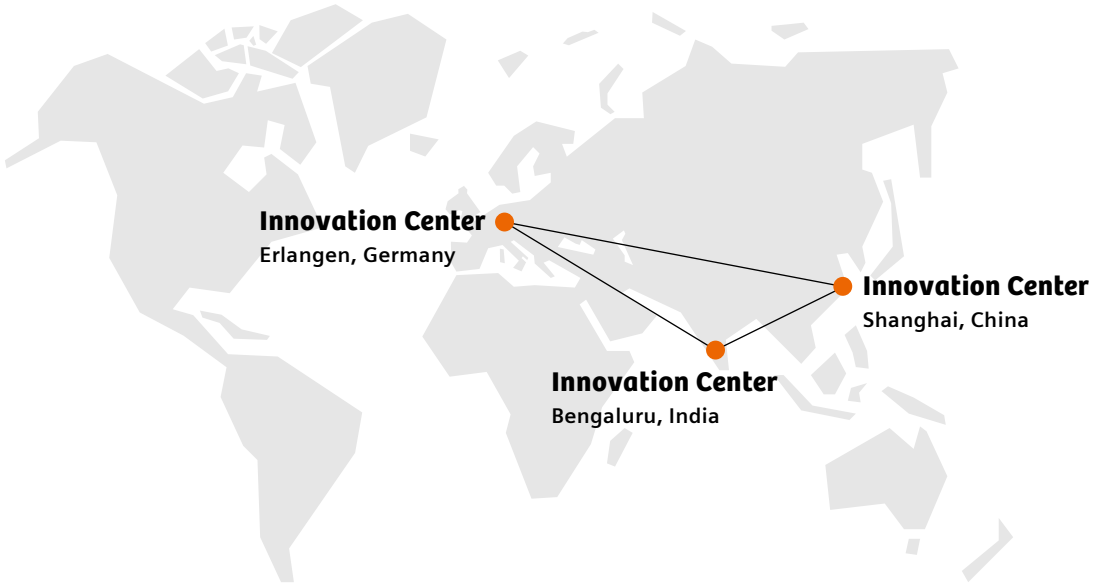
For innovation to thrive, we must bring great minds together. We work to foster an environment where people feel ownership for innovation and are empowered to speak out. We believe that everyone is

an innovator: all employees, independent of their department, together with academia, customers, start-ups, suppliers, patients, governments, foundations, NGOs, and public funding institutions. We all have the power to make a difference and together we can amplify our impact. We regularly convene experts and curious minds because we believe that sharing knowledge and fostering innovation can stimulate communities, which play a key role in our innovation culture. A perfect example of that is one of our largest communities, the **Key Expert community,** which brings together more than 570 Key Experts who are the experts behind the most important technology and innovation fields at Siemens Healthineers. We invest in the Key Expert career path, in dedicated trainings, and in events that gather ideas, leverage synergies, and build strong networks based on knowledge and collaboration.

Places

We created our **Innovation Centers** to be places where people, independent of where they are coming from, can feel the pulse of innovation and engage in joint projects. These involve ideation, prototype creation and testing, failing fast, adaptation, and sharing both failures and successes for others to build on. Our places and the events they host provide an opportunity for bright minds to showcase their innovations, from novel ideas to mature topics.

Siemens Healthineers SHIFT



Local and global events at Innovation Centers range from hackathons, cross-business innovation team meetings, and cross-Company events, to SHIFT Innovation Talks and events involving customers. They are often hybrid in nature and connect people by breaking down boundaries between our Businesses and our Regions. This common ground creates a space for innovation-oriented employees from all departments to collaborate with internal and external stakeholders from academia and hospitals as well as patients, startups, suppliers, governments, public funding institutions, foundations, and NGOs, fostering open innovation within regional ecosystems.

The current Innovation Center network has three respective hubs in the Europe, Middle East, and Africa region (Erlangen), China (Shanghai), and Asia Pacific region (Bengaluru). Each location has a team that provides physical and digital infrastructure, and expert help to support innovators' testing and validation efforts.

Some examples of technology and innovation events facilitated through our Innovation Centers this year are outlined in the following:

- On January 24, 2024, we hosted a "Healthy People Healthy Planet" SHIFT Innovation Talk focused on the connection between innovation and sustainability under the umbrella of healthcare. This event took place at our Erlangen

Innovation Center and via video conference to engage virtual participants.

- At our Bengaluru Innovation Center, colleagues hosted hackathon events every quarter to co-create, develop, and prototype ideas on key themes (e.g., Access to Care and Comprehensive Cancer Care), or tackle business challenges (e.g., utilizing cutting-edge AI and machine learning methods and tools in service and supply chain).

Platform

In FY 2021, we launched a global and digital innovation platform that enables our innovators to co-create and connect with like-minded fellow innovators. It serves as a space for innovators to collaborate with experts in other parts of the world and work together to drive innovation further. At the heart of the platform are innovation campaigns, which connect people and bring them together to address challenges regarding patient needs or complex customer-facing topics. Designed to provide information and enable more efficient collaboration beyond regional and organizational barriers, the platform is constantly adapted as the needs of our users and innovators change. We are currently translating feedback from interviews we did this year into improvements that will be implemented in FY 2025.

Fostering innovation

A core aspect of our innovation ecosystem are the teams that provide on-the-ground support for actual incubation needs:

- We believe innovation is a cross-organizational and interdisciplinary endeavor. This is why we encourage a high level of functional, regional, and skill diversity in our project teams and communities. We also firmly believe in the entrepreneurial spirit of our employees and encourage them to identify key trends (e.g., technology trends) and qualify them for both our customers and Company. These **self-organizing innovation communities** (ICM) act as entrepreneurs, present proposals, apply for resources, and are supported to develop these innovations. This decentralized and bottoms-up approach is both modern and effective, allowing the right skills to come together through a bottoms-up initiative to develop new innovations.

- **Innovation Think Tank (ITT)** is a global team that helps implement co-creation programs within the Company, and with universities and hospitals to pursue opportunities to apply technology and innovate for future needs in healthcare. The team brings expertise in product definition, technology innovation, and innovation management, and works to empower innovators across the business, helping them to better address customer needs. ITT also offers training and certification programs in innovation for all professions and career levels, and over 200 ITT fellowships annually.

- The **Technology Accelerator** works with Businesses and Regions to find suitable startups that can address concrete customer needs and challenges, with startup cooperation ranging from co-creation of new products to new digital product offerings. The Erlangen-, Shanghai- and Bengaluru-based teams are familiar with the regional startup scenes, such as the Chinese and Indian markets, ensuring that we can meet the needs of our customers across the globe. Their connection with promising startups strengthens our open innovation ecosystem by selectively tapping into best-of-breed solutions.

- Our **Public Funding team** orchestrates our Company's intricate collaboration consortium projects. They ensure that these projects, many of which are the largest known projects to date, address highly important and relevant social topics, are internally and externally aligned, and are managed efficiently.

Innovation impact

In FY 2024, we had an impressive demonstration of the extensive support that SHIFT provided to innovators and innovation communities.

- **16,000+ innovation experts** connected virtually on the SHIFT platform
- **2,500+ new registrations** on the platform this year
- **230 innovation events** within our global Innovation Center network
- **1,200+** ideas generated on the SHIFT platform

2.3

Personalized healthcare

Personalized healthcare aims to provide more precise, effective, and targeted treatments, improving outcomes and quality of life for every patient. Despite significant progress in personalized healthcare, treatments are still challenging to scale and have yet to become standard care. As a result, innovations in personalized healthcare are crucial to laying the groundwork that can benefit millions of patients. Personalized medicine needs to be scaled to a more accessible and standardized level by combining patient-centered best practices, actionable precision diagnostics, and impactful precision therapy. Data, technology, and collaboration are driving advancements in this area, moving us closer to realizing optimal care for every individual.

Innovating personalized care requires us to

- **Organize care around the patient's medical condition:** We enable the implementation of best-practice standards to organize care along the patient's clinical pathway, enabling the reduction of unwarranted variations as a precondition for personalizing care.
- **Provide precise diagnosis for actionable decisions:** We integrate precise diagnostic data to build a digital twin of the patient that provides a holistic understanding and actionable insights at the point of decision.
- **Deliver therapy outcomes that matter to patients:** We combine highly precise image guidance with minimally invasive, robot-assisted, and intelligent therapies, enabling the delivery of better patient outcomes with improved, lasting therapy results.

Our progress in personalized care has been enabled by digitalization and AI across the healthcare ecosystem. This has allowed healthcare providers to focus more effectively on individual patient needs, further improve the patient experience, and promote each patient's health by connecting precise diagnoses with precise treatments. The future of personalized care relies on advanced data precision, AI-based predictive models, and technological breakthroughs, such as in clinical imaging, alongside government initiatives to harness big data and AI. It also requires addressing industry challenges, socioeconomic disparities, and policy frameworks to ensure equitable access and positive healthcare advances for patients globally.

Personalized healthcare

Step 1

Organize care around the patient's medical condition

Step 2

Provide precise diagnosis for actionable decisions

Step 3

Deliver therapy outcomes that matter to patients

Our personalized healthcare solutions

With our comprehensive portfolio, we provide end-to-end solutions that span the full spectrum of patient care, from screening and diagnosis to therapy and follow-up, in order to manage the most threatening diseases such as tuberculosis, cancer, stroke, cardiovascular diseases, and diabetes.

The following examples illustrate our commitment to advancing personalized care:

- **MAGNETOM Free.Max RT Edition** for personalized radiation therapy planning with MRI is the latest addition to our MRI imaging portfolio for personalized radiation therapy planning. This new MR system allows users to experience a new level of anatomical detail, increased flexibility, and unconventional affordability due to its lower total cost of ownership than traditional MR systems. This system helps to close patient care gaps by providing point-of-care diagnostics, enabled by our teams and technologies, allowing for quicker test results and accelerating diagnosis and treatment for infectious diseases such as early infant HIV, tuberculosis, and other non-communicable diseases.
- **SOMATOM Pro.Pulse**[6)] features multiple innovations: Dual Source technology, which delivers the precision needed, with no need for beta-blockers, even for patients with high and irregular heart rates; myExam Companion, which enhances the scanning experience for both users and patients; the world's first gantry-integrated FAST 3D Camera powered by AI, which facilitates precise patient positioning; and the CARE Moodlight, which creates a calming atmosphere for patients in the scan room.
- **NAEOTOM Alpha® VB10**[6)] features more than ten new functionalities and clinical innovations aimed at further improving performance, especially in the cardiac arena. A new heart imaging reconstruction allows cardiac imagers to achieve consistent results for various detector widths, while another update further improves the performance of scans of hearts with extensive calcifications or stents—with spectral information and reconstruction of spectral results to give even more functional insights. More clinical indications are emerging where photon-counting CT technology is uniquely positioned to help even in demanding settings.
- **Theranostics solutions** combine therapeutic and diagnostic capabilities into a single agent or procedure, offering a shift toward personalized medicine. We offer a comprehensive menu of solutions to enable personalized care at various phases in the continuum of medical management:
  - Diagnostics and patient selection: Biograph PET/CT scanners, Biograph mMR, PETNET Solutions, Inc.
  - Personalized treatment: Varian ProBeam 360, Varian TrueBeam 360, ARIA CORE with ARIA Systemic Therapy Management
  - Treatment monitoring: Symbia Pro.specta SPECT/CT[3)], Oncology Assays and Clinical Chemistry Analyzer, syngo.via, Syngo Carbon
  - Follow-up and survivorship: Biograph PET/CT scanners, Noona patient engagement application, Syngo Carbon
- **Varian HyperSight™** is now available as an optional feature on Ethos, Halcyon, Edge, and TrueBeam radiotherapy platforms. HyperSight imaging represents a revolutionary advance in resolution, offering superior image quality, enhanced contrast, and faster image acquisition compared to conventional Varian linear-accelerator-based imaging systems. The image quality and precision enable informed decisions during radiation treatment by allowing for enhanced visualization of challenging and difficult-to-view anatomical regions.

Further insights on how we manage the topic of personalized healthcare are available on our website at ↗ Innovating personalized care.

6) *The products/features mentioned herein are not commercially available in all countries. The future availability cannot be guaranteed.*

2.4

Transform toward preventive care

Preventive care and early detection play a key role in most clinical fields, improving health outcomes by detecting abnormalities earlier when treatment tends to be more successful. They play an essential role in lowering costs, making healthcare more affordable and available in all countries. Our diagnostic solutions, which include both in-vivo and in-vitro technologies, enable the transition to a more preventive healthcare model.

In preventive care, we actively promote awareness of early diagnosis and disease prevention and offer dedicated solutions for both radiology and the laboratory. Laboratory tests are among the most common screening methods used in preventive care, with blood tests influencing more than 70 percent of therapy decisions. Our comprehensive laboratory and point-of-care diagnostic portfolio plays a vital role in detecting diseases early and identifying patient populations at higher risk. Imaging solutions are also critical, and the increased use of AI is enabling better preventive care screenings for conditions such as breast, prostate, and lung cancer.

Mobile healthcare units play a crucial role in enhancing the reach and effectiveness of these diagnostic and preventive solutions. By bringing advanced imaging and laboratory testing directly to patients via mobile units, especially in underserved areas, we ensure that essential preventive care services are more accessible. For example, Colombia with a population of 51.5 million, faces healthcare accessibility challenges, particularly in rural and coastal regions. To address this, a twelve-meter-long bus was transformed into a Smart Clinic that delivers essential healthcare services to underserved areas, improving access for residents who cannot easily reach urban medical facilities. Mobile units help to reach underserved and remote areas, and also play a key role in cancer screening by enhancing early detection and encouraging preventive care. Our mobile preventive care services are covered in the story in Chapter 2.1 on "Bringing mammograms to communities in need".

Healthcare Access

Bringing cancer care to northeast India

Assam, India is renowned for its tea, and also for the mighty Brahmaputra River, which floods the region every monsoon season. Although this flooding supports the lush landscape, it also cuts residents off from essential medical services. "It's particularly difficult for residents of smaller villages to reach the right kind of healthcare facilities," says Sanjay David, Head of Ultrasound at Siemens Healthineers India and ASEAN. With a regional cancer rate three times the country average, this lack of access is critical for individuals such as Majid Gohain, an Assam resident who has to travel hundreds of kilometers to access cancer care.

But today, thanks to the Assam Cancer Care Foundation, he can visit the Dibrugarh Cancer Centre, a modern cancer care facility just 60 kilometers away from his home. The foundation is a partnership between the Assam government and Tata Trusts that was launched in 2017 to establish a cancer network in the state using a distributed-care model. As a partner of Tata Trusts, we provided laboratory equipment, X-ray systems, CT scanners, mammography and MRI systems, and PET/CT scanners for cancer diagnosis, and linear accelerators for cancer treatment.

The Assam Cancer Care Foundation and the National Health Mission also started prevention and early detection programs in eight districts in Assam to complement the clinical services. A mobile team of dentists, nurses, and health managers travels across rural areas to increase screenings, improve palliative care, and raise community awareness.

Dr. Tanma Mahanta of the Assam Cancer Care Foundation says, "With the help of Siemens Healthineers, we have been able to make a tremendous impact on the lives of these cancer patients and change the landscape of cancer in this region."

For more about our support for the Assam Cancer Care Foundation, see ↗ Medical services for cancer patients in rural northeast India.

> "We have been able to make a tremendous impact on the lives of these cancer patients."
>
> **Dr. Tanma Mahanta of the Assam Cancer Care Foundation**

Healthcare Access

Striving for sustainable healthcare in Tanzania

With a critical shortage of skilled healthcare workers, Tanzania's healthcare system is struggling to continue to offer quality care. Although technology has promised to transform healthcare delivery, without the necessary resources and expertise its benefits have been limited. Enhancing healthcare across the country requires greater investments in medical education and capacity building.

The Radiology Department at Muhimbili National Hospital (MNH) in Dar es Salaam is at the forefront of this effort. Although it is staffed with a team of 63 medical professionals and modern machines, limited training has left the equipment underutilized. To address this shortfall, Siemens Healthineers partnered with Pacific Diagnostics and the Tanzanian Ministry of Health to launch a specialized program for medical engineers and radiographers at MNH.

Thirty-four biomedical engineers conducted a three-week training course at MNH, followed by a week of training at the Siemens Healthineers Training Center in Erlangen, Germany. This helped participants master imaging equipment essentials, dose optimization techniques, and system safety. According to Rachel Mhaville, MNH Director of Surgical Services, "this kind of intensive training program is really the most pressing need. We're learning how to utilize advanced medical systems not only to improve patient outcomes but also to enhance the overall productivity of the hospital."

This training and others, which took place over the next two years, resulted in more than 100 Tanzanian medical professionals advancing their imaging skills and significantly increasing the number of scans they can perform each day. Based on this success, this educational program has been extended for another five years.

Although the road to improving access to healthcare in Tanzania will be long, this program is an important step in the journey. Through strong and committed partnerships such as this, the country is laying the groundwork for a sustainable future for healthcare. For more, see ↗ Upskilling professionals for sustainable healthcare in Tanzania.

> "We're learning how to utilize advanced medical systems not only to improve patient outcomes but also to enhance the overall productivity of the hospital."
>
> **Rachel Mhaville, MNH Director of Surgical Services**

David Grodzki, Stephan Biber, and Michael Uder with Frank-Walter Steinmeier, German Federal President at the German Future Prize award event

Source: Axel Schmidt / Siemens Healthineers

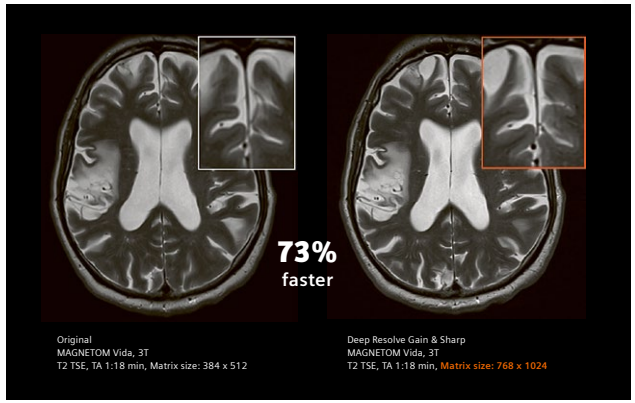


Image of a brain with Deep Resolve (right side)—for high-quality diagnostic images

Healthcare Access

Breaking barriers in MRI

More than half of the world's population does not have access to MRI—a radiation-free imaging modality that provides great added value in the diagnosis and monitoring of many medical conditions. Yet, installing and operating a conventional MRI system can be complex: The large amount of liquid helium needed to cool the magnet requires significant infrastructure; the systems' large footprint complicates siting; skilled personnel are required for operation; and the limited space within an MRI is often a challenge for obese or claustrophobic patients.

A research team from Siemens Healthineers, including Stephan Biber, PhD, and David Grodzki, PhD, as spokespeople alongside Professor Michael Uder, MD, of Universitätsklinikum Erlangen in Germany, began to fundamentally rethink MRI technology. The team reduced magnetic field strength to cut costs and complexity, while using AI—our Deep Resolve Technology—for high-quality diagnostic images. Key modifications included a new magnet cooling system that dramatically reduced helium requirements, a compact design with the market's largest bore size, and an intuitive operating system to simplify training and reduce errors.

Their MAGNETOM Free. Platform can now be installed in places where MRI was previously not an option. This has opened new geographic areas for MRI, while also improving medical outcomes.

In recognition of the importance of this innovation, the development team received the German Future Prize in the fall of 2023. "Their invention improves access to quality medical imaging and precision diagnostics for people all over the world and marks a great step in democratizing healthcare. Moreover, the dramatic reduction of the resources needed to produce and operate the system underscores our commitment to sustainability," said Bernd Montag, CEO of Siemens Healthineers.

For more information, see ↗ Siemens Healthineers Team Wins German President's Technology and Innovation Award for MAGNETOM Free Platform.

3.0 Resource Preservation

Pages 41–59

Picture from the Mekong Delta in Vietnam, where we partner with Stroke International Services (SIS). We work with our customers and suppliers to reduce environmental impact along the value chain to contribute to a resilient and sustainable future for healthcare.

Resource Preservation

Our commitment

Net Zero

Scope 1 and 2 emissions

90% reduction by 2030[1)]

Scope 3 emissions

28%
reduction by 2030[1)]

90%
reduction by 2050[1)]

Circularity

Increase share of circular revenue by 2030

[1)] *vs. baseline 2019*

Chapter 3

Resource Preservation

Climate change and the rapid depletion of natural resources are critical challenges, posing significant risks not only to the health of our planet but also to human well-being. The rise in extreme weather events and shifting disease patterns have direct and disproportionate effects on public health, especially in low- and middle-income countries. Healthcare systems account for 4.4 percent of global emissions, so there is an urgent need to address these interconnected challenges.

As a leading medtech company we rely on scientific data and acknowledge this imperative. Our commitment to limiting our environmental impact is anchored in the Resource Preservation pillar of our sustainability strategy, with ambitious targets for decarbonization and driving the transformation toward a more circular value chain.

Our focus

Our roadmap for environmental sustainability focuses on three key areas:

- **Net Zero:** We are committed to achieving Net Zero greenhouse gas (GHG) emissions by 2050, both within our operations and across our value chain. Our targets are set according to the goal of the Paris Agreement to limit the global temperature increase to 1.5°C compared to pre-industrial levels. This includes developing a comprehensive decarbonization roadmap that prioritizes energy efficiency, transitioning to renewable energy, and optimizing production processes and transportation. With targeted emission reduction initiatives across Scope 1, 2, and 3, we are taking meaningful steps to minimize our carbon footprint.

- **Circularity:** We are implementing the principles of a circular economy by minimizing resource consumption, reducing waste, and improving the environmental impact of our products throughout their lifecycle—from design to end-of-life.

- **Design for sustainability:** Our products are designed by applying systematic criteria that lower environmental impact and comply with regulatory requirements, such as for the use of chemicals of concern. By offering solutions that reduce environmental footprints, we also help our customers to reduce resource consumption, improve operational efficiency, and achieve their climate goals. Our initiatives in this area are described in detail in Chapter 5.1 Product quality and safety under the section "Product-related environmental protection throughout the product life cycle".

Our efforts are grounded in a strong focus on accountability and operational excellence, aligned with our contributions to SDG 9: Industry, innovation and infrastructure; SDG 12: Responsible consumption and production; and SDG 13: Climate action.

Our targets

In FY 2023, we announced our ambition to achieve Net Zero across the value chain by 2050 through the following commitments:

- **90 percent reduction of absolute Scope 1 and 2 emissions by 2030, from the 2019 baseline.**
- **28 percent reduction by 2030 and 90 percent reduction by 2050 of material Scope 3 emissions, from our 2019 baseline.**

We also actively seek to preserve material resources and drive the shift to a circular economy, aiming to

- **increase share of circular revenue by 2030.**

Looking ahead, we aim to set a quantified target as well based on criteria that are aligned with industry-specific developments and reporting requirements.

Management approach

Our Resource Preservation priorities are executed through dedicated programs for Net Zero, Circularity, and EcoDesign. The programs are centrally managed by leads from the Sustainability office, Technology Excellence and Quality, who work in collaboration with cross-functional leaders and experts from the functions EHS (Environmental Protection, Health Management & Safety), Real Estate, Strategic Procurement and representatives from all Business Areas and Regions. These units integrate environmental priorities into their strategy, targets, and actions.

Program initiatives and progress are regularly reviewed by the Steering Committee for Resource Preservation that includes heads of Business Areas, Regions, Customer Services, Quality, Strategic Procurement, and the Chief Technology Officer. Strategic decisions from this committee are also aligned with the Sustainability Steering Committee to ensure that outcomes are integrated into the Company-wide sustainability program, and account for broader internal and external impacts.

Implementation is driven by leaders with a network of specialists from Functions, Businesses, and Regions.

Initiatives are also aligned with our team of Product Environmental Protection (PREP) experts who support to evaluate opportunities as well as build awareness on improving environmental performance across the organization.

Program leads are responsible for comprehensive progress reporting on the KPIs and initiatives to the Steering Committees, while respective heads report business and region contributions to the Managing Board in the quarterly reviews. Additional reporting frameworks are established within each unit to track progress of implementation. This approach ensures transparency and shared accountability, and, together with our system of internal controls, leverages our robust governance and risk management approach.

Our Resource Preservation commitments build on the foundation of our global ISO 14001 compatible and third party certified EHS management system, a framework that allows us to systematically plan and achieve our Company's intended EHS objectives and performance levels, including to comply with our corporate EHS policy statements. The EHS management system supports us to conform to our EHS-related compliance obligations, meet respective customer needs, and protect our employees, contractors, visitors, and the environment. Through regular, internal and external audits, we evaluate our compliance with regulations and assess gaps against our plan that are then addressed through systematic measures. (For more information on EHS, see Chapter 4.4 Prioritize employee health and safety).

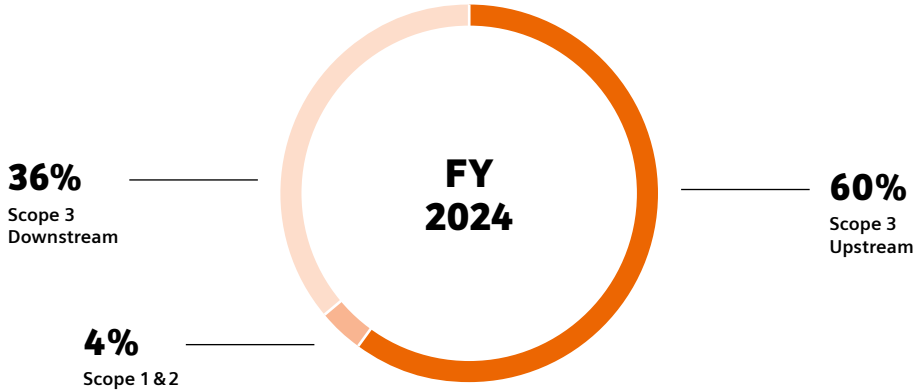
Environmental protection is ingrained in our corporate culture. Beyond compliance with governmental environmental requirements in countries where we are active, we have also established a set of responsible global standards for eco-friendly, energy-efficient manufacturing and are setting and implementing high benchmarks for environmental performance in product development. These standards are upheld across all our locations worldwide, fostering a shared commitment to environmental product stewardship.

3.1 Net Zero

Strategy and program management

Our Net Zero commitments are driven by a dedicated program that is responsible for greenhouse gas (GHG) accounting, Scope 1, 2, and 3 emissions reduction, and reporting. The program team sets the strategy, provides guidance to organizational units, owns emissions data collection and reporting, drives joint action planning, e.g., with the decarbonization roadmap and carbon-reduction measures, and monitors progress using individual data collection systems in the relevant areas. In FY 2022, we joined the Science Based Targets initiative (SBTi) and our earlier targets were validated. In FY 2024, we submitted our Net Zero commitment, and are working to submit our updated targets for Scope 1 & 2 and Scope 3 for validation in FY 2025. The climate-specific metrics we track and report against are available on the following pages.

Overview: Scope 1, 2, and 3



Upstream

Scope 3

Emissions from upstream activities such as purchased goods and services, transportation and distribution, and business travel

Own operations

Scope 2

Emissions from generation of electricity, steam, heat, and cooling purchased from third parties

Scope 1

Direct emissions from owned or controlled sources such as mobile and stationary combustion and fugitive gases

Downstream

Scope 3

Emissions from downstream activities such as use of sold products

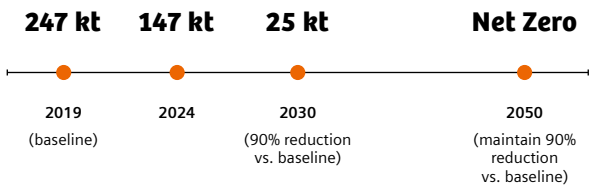
Scope 1 and 2 emissions reduction

Our progress in FY 2024

In FY 2024, we were able to reduce our Scope 1 and 2 emissions to 147 kt CO_2e, achieving a 40 percent reduction compared to our baseline year 2019. As a result, we have already surpassed our interim target for 2025 to reduce our Scope 1 and 2 emissions to 160 kt CO_2e, achieving this milestone one year ahead of schedule.

This was primarily achieved by reducing fossil fuel consumption, electrifying our vehicle fleet, and increasing the share of electricity from renewable sources. Based on these results, we confirm that we are well on track toward our target of a 90 percent reduction in Scope 1 and 2 emissions by 2030.

GHG emissions (Scope 1 and 2) • *in CO_2e*



Initiatives

Scope 1 and 2 GHG emissions result from the energy consumption of our operating facilities and vehicle fleet, as well as from fugitive gases. Our reduction measures are organized according to our decarbonization roadmap, with initiatives focused on increasing energy efficiency and converting to lower carbon energy carriers and technologies.

GHG reduction lever: Sites and operations

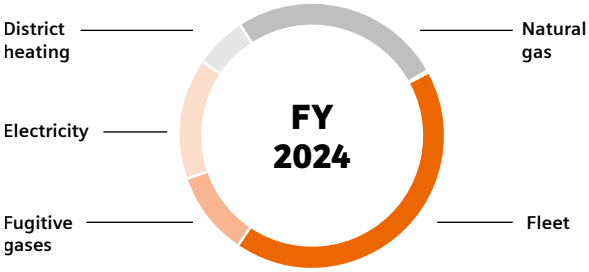
- **Carbon-neutral operations:** All new buildings, such as our new High-Energy Photonics Center factory in Forchheim (Germany), are required to adhere to our global commitment to carbon-neutral operations. During FY 2024, we developed carbon-neutral energy supply concepts for additional locations with the aim of converting these sites to meet the same environmental standards. For more information on our site-specific initiatives, see the story "Journeying to Net Zero in Kemnath".

- **Energy audits:** In FY 2024, additional energy audits were carried out in facilities with the highest overall emissions to identify emission sources and suggest strategies to reduce the overall facility carbon footprint.

- **Energy-saving measures and electrification of heat supply:** Energy-efficiency projects in FY 2024 included: 1) substituting gas-fired boilers with electrical-operated heat pumps; 2) upgrading air ventilation systems; and 3) replacing equipment such as pumps, cooling units, and lighting systems with more energy-efficient options.

- **Renewable energy utilization:** In FY 2024, we further increased the share of electricity from renewable sources to 89 percent, supporting the global transition to renewable energy sources such as wind power and solar photovoltaic systems. This transformation is also supported by our new photovoltaic systems at our new High-Energy Photonics factory in Forchheim as well as at our factory in Erlangen.

GHG emissions (Scope 1 and 2) at Siemens Healthineers • *in kt CO_2e*



	FY 19	FY 23	FY 24
Total Scope 1 + 2	**247**	**180**	**147**
Scope 1	**162**	**133**	**116**
Natural gas	64	45	38
Other energy carriers	2	1	0
Fleet	69	64	62
Fugitive gases	26	23	15
Scope 2 (market-based)	**85**	**47**	**30**
Electricity	78	40	22
District heating	7	7	9

The emissions reflect the system boundaries for our corporate carbon management as well as our commitment within the Science Based Targets initiative.

GHG reduction lever: Vehicle fleet

As our motor vehicle fleet contributes to our Scope 1 and 2 emissions, we have set up a strategic initiative to switch to an electrified fleet by 2030. This initiative coordinates our efforts on fleet electrification across all countries and tracks progress against the plan as part of our Scope 1 and 2 monitoring. Our progress in FY 2024 includes

- **Electric fleet and supporting infrastructure:** We increased the total number of electric vehicles in our global fleet and enhanced the charging infrastructure at our locations by installing 455 charging stations to facilitate electric vehicle use, including 40 new stations in Forchheim, Germany.

- **Expanded remote service:** To work toward our customer service vision of "from onsite to online", we expanded our online and remote customer service offerings to provide excellent support while avoiding emissions associated with traveling to sites for service.

Our initiative also supports employees in making sustainable choices when traveling to work:

- **Remote work solutions:** We support and provide digital work solutions that enable employees to work remotely, which decreases commuting-related GHG emissions.

- **Alternate transportation support:** We provide options to help limit personal vehicle use, tailoring our efforts to local circumstances and resources. Our support initiatives include several programs aimed at promoting sustainable and eco-friendly transportation. This includes a bicycle leasing program to encourage employees to commute emissions-free. Additionally, we support local initiatives that promote public transportation, making it a more accessible and appealing alternative to individual car use. We also offer a carpooling program for the Nuremberg metropolitan area, including Erlangen and Forchheim, to facilitate shared commuting and reduce emissions in the region. During FY 2024, more than 1,600 employees participated in this offering each month. Additionally we enable rail travel as a convenient alternative to driving through offers such as the "Climate ticket" in Austria.

Fleet electrification

In the U.S., since the launch of the fleet electrification initiative in October 2023, approximately 117 fleet cars have been replaced with fully electric vehicles. In FY 2024, 13 percent of new vehicles ordered in the U.S. were electric, with electric vehicles now comprising 35 percent of all fleet cars for the North American Sales organization.

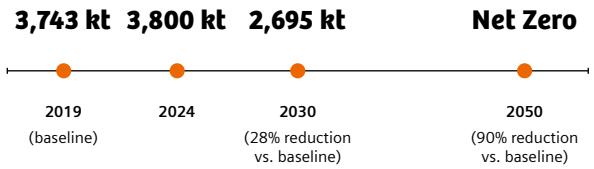
In Germany, beginning on April 1, 2024, only fully electric vehicles were ordered for senior management, and electric vehicles were prioritized for new additions to the Service and Sales fleet. As a result, over 80 percent of new vehicles ordered after April were electric. Electric vehicles now make up 24 percent of our German fleet.

Scope 3 emissions reduction

Our progress in FY 2024

In FY 2024, we had material Scope 3 emissions of 3,800 kt CO_2e—two percent lower than our emissions in FY 2023, because of reductions from purchased goods and services, and transportation and distribution.

GHG emissions (Scope 3) • *in CO_2e*



Initiatives

Scope 3 emissions are the most significant source of our overall GHG emissions, and thus require intense reduction efforts to meet our Net Zero goal. At the same time, we ensure that business growth is not compromised, supply chains remain resilient, and we are able to adapt to regulatory requirements. Since emissions occur up- and downstream in our value chain, we also collaborate closely with our suppliers and customers on reduction initiatives.

Scope 3 Re-baselining

In FY 2024, our GHG accounting methods were improved to support the execution of our Scope 3 reduction plans and ensure comparability. This affected the baseline 2019 as well as previous year data. In addition, we re-examined our full Scope 3 inventory to ensure an accurate, comparable, and reliable baseline and to validate our material Scope 3 categories: purchased goods and services, upstream transportation and distribution, business travel, and use of sold products.

GHG reduction lever: Upstream measures

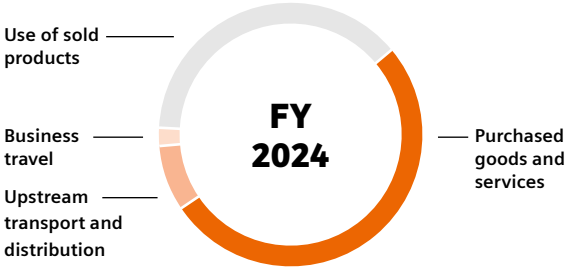
We engage with our suppliers to increase transparency and adopt sustainable practices, including optimized production and logistic processes and sourcing eco-friendly materials, so that our businesses can address emissions at their source. Our efforts to reduce emissions upstream in relation to specific Scope 3 categories are as follows:

Category 1: Purchased goods and services

Aligning our suppliers' climate goals and initiatives with our climate commitments is critical to drive our 2030 and 2050 Scope 3 emission reductions goals. To facilitate this, we promote transparency with our suppliers, assess their initiatives through supplier data collection and evaluation, and engage with them to collaborate on reduction initiatives.

- **Supplier data collection and evaluation:** We assess our supplier-related carbon emission data by collaborating with an external partner to analyze the economic data and model the carbon footprint of each of our suppliers. To facilitate this process, we ask suppliers to use a web-based tool that highlights their main sources of GHG emissions, provides primary data, and offers guidance for reduction. We also consider information about their implemented GHG reduction measures and their overall GHG management.

GHG emissions (Scope 3) at Siemens Healthineers • *in kt CO_2e*



	FY 19	FY 23	FY 24
Total Scope 3	**3,743**	**3,865**	**3,800**
3.1 Purchased goods and services	1,866	2,048	1,983
3.4 Upstream transport and distrubtion	338	380	305
3.6 Business travel	103	75	84
3.11 Use of sold products	1,437	1,362	1,429

The emissions reflect the system boundaries for our corporate carbon management as well as our commitment within the Science Based Targets initiative.

- **Supplier engagement:** We have established a comprehensive, dialogue-based approach to engage with selected suppliers. This helps us understand the maturity and appetite of our supply base regarding emissions reduction. It also allows us to understand their long-term carbon emission roadmap and targets and lays

the groundwork for future collaboration. We have also piloted sustainability engagement trainings with a special focus on GHG emissions for selected suppliers. This is in collaboration with Siemens AG and is designed to support our suppliers in their carbon emission pathway. We also honor exceptional performance (e.g., with our Sustainability Award during our Global Supplier Day) to motivate suppliers to support us in our carbon emission reduction pathway.

- **Circularity and sustainable product design:** Our transformation toward a circular economy combined with sustainable product design will actively reduce our corporate carbon footprint. Details are described in Chapter 3.2 Transform toward a circular economy.

Category 4: Upstream transportation and distribution

In FY 2024, we launched our first global initiative to achieve carbon emission savings within our logistics. This included implementing the Avoid-Shift-Improve Framework, which is our Company's inaugural strategic initiative aimed at reducing transport-related emissions. It entails the following:

- **Avoid transportation:** We minimize bi-directional transportation between factories and optimize routing to reduce empty runs.
- **Shift transportation mode:** To support transitioning to more sustainable transport modes for our products, we developed and implemented a calculation tool to evaluate the potential to shift from air to sea transport, considering both cost and GHG savings.

Avoid-Shift-Improve Framework

Avoid

Routing optimization

Avoid unnecessary transport by consolidating freight and reducing empty runs

Shift

Mode shift

Shift to less carbon-intensive transport modes e.g., sea and rail

Technical shift

Switch to sustainable powertrain-concepts e.g., hydrogen- or e-trucks

Improve

Carbon insetting

Replace fossil fuels with sustainable fuels like Sustainable Aviation Fuel (SAF), Sustainable Marine Fuel (SMF) and Biodiesel/ Hydrotreated Vegetable Oil (HVO)

- **Improve transportation:** We promote purchasing sustainable fuels, such as sustainable aviation fuel (SAF) or sustainable marine fuel (SMF). Read our story "Delivering our systems sustainably" to learn about a specific initiative.

Category 6: Business travel

- **Reduction of business air travel:** When feasible, we use virtual meeting technology to avoid the carbon impact of air travel. We also encourage employees to minimize business travel, opt for lower-emission options like rail travel, and organize necessary business travel well in advance to streamline and combine trips.
- **Sustainable business events:** We evaluate transportation, venue, and supplier options to develop events with a lower carbon footprint.

GHG reduction lever: Downstream measures

Electricity consumption during the use phase of our products is the primary source of downstream GHG emissions. Initiatives and approaches that are helping to decrease these emissions include:

Category 11: Use of sold products

- **Product energy efficiency:** We consistently assess measures and engage in collaborations to reduce the energy consumption of our products. One example for a product energy efficiency feature is our Deep Resolve Technology, an AI-supported image reconstruction that takes advantage of convolutional neural networks to accelerate MRI scans. Measurement times can be reduced by up to 50 percent, while image quality is doubled. This leads to a reduced energy consumption per patient.

- **Renewable electricity:** We strongly encourage our customers to operate our systems with electricity from renewable sources.

- **Education:** We offer our customers guidance and training to increase their knowledge of how to use our products in an environmentally responsible and energy-efficient manner. This includes providing an Energy Saving Analysis during our Asset Planning Sessions.

- **Environmental Product Declarations (EPDs):** Since 2006, we have published EPDs that summarize our products' primary customer and environmental benefits and provide details about their environmental impact, materials, and recycling rates. They also contain packaging information and other operating information, such as how to use our devices in an environmentally friendly and carbon-conscious way.

- **Sulfur hexafluoride (SF_6) reduction:** Our Radiotherapy division implements technical solutions to reduce the emissions of SF_6, used as an insulation gas. This includes our SF_6 Recovery Program, which reduces the GHG footprint of our linear accelerators by capturing SF_6 gas, while still enabling efficient clinical operations.

Customer engagement and collaborations

Over the course of FY 2024, we attended multiple industry events, which offered valuable opportunities to engage with customers and further strengthen our relationships.

- At the Radiological Society of North America's RSNA 2023 annual meeting, we engaged customers in discussions on building resilient healthcare systems by expanding access to high-quality imaging, and driving improvements that reduce environmental impact and increase productivity of staff.

- At the European Congress of Radiology (ECR) in 2024, we invited customers to explore their own sustainability opportunities and challenges. The focus was on achieving greener radiology practices, aligning with existing priorities, and working toward a healthier environment for patients, healthcare staff, and the pla}.

We also pursue deeper engagements with customers and research institutions to better understand challenges and drive effective outcomes along the value chain:

- **Research opportunities:** Our technical and scientific partnerships with universities and university hospitals in Europe and the U.S. have focused on innovations that enable equitable, resilient, Net Zero hospital services. For example, we have expanded our collaborations with the University Hospital Basel in Switzerland and with the University of California San Francisco (UCSF) in the U.S. to additional partners like Northwestern Medicine in Chicago and Imperial College London in the UK. This has enabled new research projects, such as carbon-neutral and resource-efficient operation of radiology departments, efficient operation of radiology departments and intelligent interfaces with building technologies to achieve smart cooling of our imaging equipment. to achieve smart cooling of our imaging equipment. Insights from these projects also lead to new ideas for saving energy through technological innovations, operational changes, and behavioral adjustments.

- **Enhancing standards:** We accept our responsibility to promote eco-designed products that foster both human and environmental well-being. As an active member of MedTech Europe and COCIR, we conduct research on the environmental effects of medical devices to improve their environmental footprint. The COCIR Self-Regulatory Initiative (SRI) was established in 2008 to enhance existing COCIR initiatives, such as the EU Green Public Procurement (GPP) standards for medical products. We also played a role in developing the IEC 60601-1-9 standard, which focuses on environmentally conscious design for medical devices.

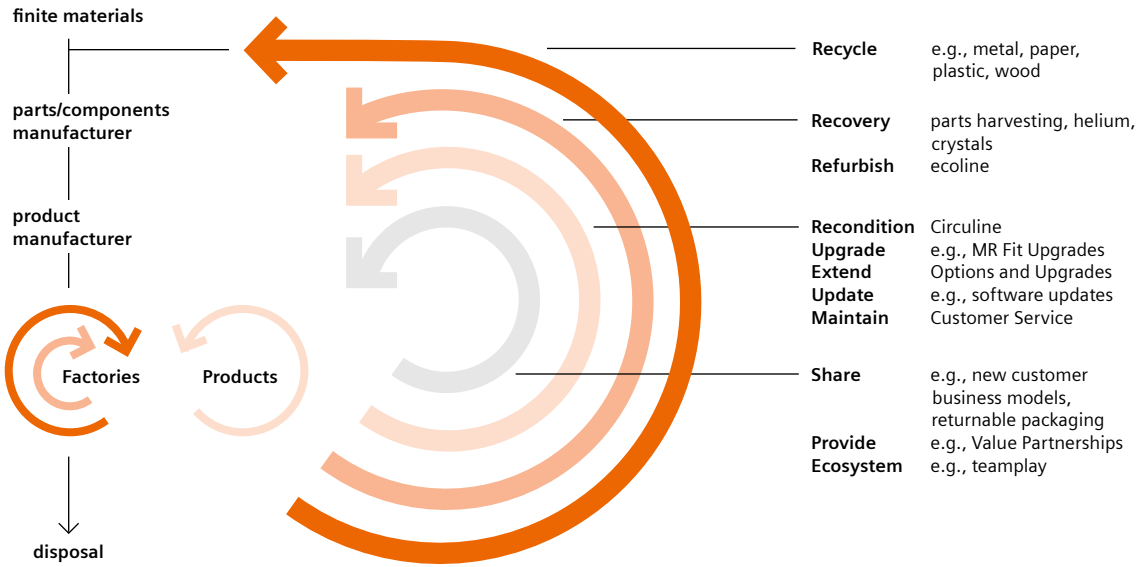
3.2 Circularity

A circular economy aims to minimize resource consumption, limit waste production, and decrease global GHG emissions by extending product lifecycles through better design and maintenance and by reusing materials through repair, refurbishment, and recycling. Transitioning to a circular economy by decoupling economic growth from the use of primary resources and energy is crucial from both an economic and environmental standpoint.

On our journey toward a more circular economy, we comply with the following principles:

- **Designing products for maximum retention of product value and the longest possible lifespan**
- **Extending the safe and reliable lifespan of products through service, maintenance, updates, and upgrades**
- **Reusing materials, parts, components, and products through repair or refurbishment according country regulations**
- **Reducing solid and liquid waste and increasing recycling**

Our understanding of the circular economy



We build on our strong base of existing circularity practices to amplify their scope and increase their impact on our business, stakeholders, and environmental commitments.

Strategy and program management

Our Company-wide circularity program brings business leaders and cross-functional experts together to identify opportunities for integrating circularity into our products, processes, and services. Guided by our strategic framework, we develop business-specific priorities and drive horizontal initiatives to support our environmental commitments, especially the reduction of Scope 3 GHG emissions. The program also builds on our EHS policy, which aims to minimize our impact on the environment and contribute to a sustainable future.

Progress is tracked through business-specific KPIs and outcomes in quarterly reviews. In addition, we

have made a dashboard accessible to all employees featuring indicators such as water use, energy consumption, and waste generation. This dashboard provides a comprehensive overview of all reported measurements, categorized by site and country, and supports employees to identify new measures that create value.

Through these approaches, we align both top-down and bottoms-up efforts, ensuring a holistic approach to advancing circularity across all aspects of our operations.

Designing products for maximum retention of product value and the longest possible lifespan

We design products to last, incorporating modular parts, lower-carbon material inputs, repaired and refurbished items, and regular upgrades to extend their lifespan, avoid too early replacement, and reduce emissions associated with new product manufacturing.

A key initiative is our **"Baukasten" program**, which offers a robust foundation for incorporating circularity into our product offering. This modular product design approach enables the strategic use of identical components, such as computers or power supplies, within and across several product families. Additionally, this strategy optimizes the expenses associated with the life cycle of the product.

We perform **Life Cycle Assessments (LCAs)**, which are systematic evaluations of a product's environmental impact throughout its entire life cycle. We focus on performing these for new products to optimize them across all phases from design, development, and production to use and end-of-life treatment. We are currently strengthening our approach to LCAs to support current and future legislation, such as the EU Ecodesign for Sustainable Products Regulation. This ties in closely to our Global EcoDesign Program, which we established in FY 2024 to drive improvements in the environmental performance of our products' design. (For more information see Chapter 5.1 Product quality and safety.)

Extending the safe and reliable lifespan of products through service, maintenance, updates, and upgrades

Our hardware products are designed to last a long time, thanks to regular, easily performed service and maintenance. Our customer service and business partners are responsible for the maintenance of an installed base of over 1.13 million medical systems and laboratory devices, providing digital and personal support in over 150 countries, mostly 24/7.

Smart Remote Services or SmartConnect® currently support over 200,000 of our devices. As a result, customers benefit from increased clinical availability, while service technicians can conduct fewer in-person customer visits, reducing travel and related carbon emissions. In FY 2024, we effectively performed more than 78,000 remote updates on over 73,000 compatible systems. (For additional information, please visit ↗ siemens-healthineers.com/services.)

We design our medical imaging devices to easily integrate cutting-edge software solutions and new hardware upgrades throughout their lifespan as they become available. Existing systems can be configured to meet additional clinical or productivity needs, avoiding the necessity for an early replacement. For example, Deep Resolve enhances the performance of systems in the field by improving scan times, reducing energy consumption, and enabling greater financial savings.

Reusing materials, parts, components and products through repair or refurbishment

Our innovative reuse strategies further strengthen our mission to transform healthcare toward a circular economy.

System upgrades

Our MRI, CT, and Molecular Imaging upgrades maintain a customer's existing system framework, preserving key components while incorporating advanced technology. For example, the process to upgrade a MAGNETOM Aera to a MAGNETOM Sola Fit not only saves time and money for the hospital but also substantially reuses existing system components. The magnet, which is the MRI system's largest component, remains at the customer site, while upgrade parts are delivered to the hospital to complete the system rebuild in place.

The resource conservation achieved through this process is considerable, equating to the weight of steel needed to manufacture a van, and the amount

of copper needed for more than 61,000 smartphones. For more about system upgrades, see our story "Upgrading systems for future-ready healthcare".

Spare part repair and reuse

The return and management of service parts and components is critical to our circular economy approach.

In FY 2024, our logistics department received more than 435,000 used parts and approximately 69 percent were repaired and reused.

The refurbishment program for our Business Area Varian emphasizes service parts with a higher value and volume, including PC boards, power supplies, and computers. This approach was also important in launching a new refurbishment program at our Diagnostics Business segment, which refurbished more than 20 unique spare parts in FY 2024, avoiding 18,000 kg of waste going to landfills.

In our Technology Center Power & Vacuum Technology, several parts and sub-assemblies such as anodes and X-ray tube cooling systems are regularly reused. Before reuse, they are cleaned, disinfected, and prepared using the most appropriate technology. In FY 2024, part and sub-assembly reuse across our global portfolio avoided 14.7 kt CO_2e compared to manufacturing our X-ray tubes with new parts and sub-assemblies. This represented an improvement of 25 percent over avoided emissions in FY 2023 (11.8 kt CO_2e).

System refurbishment and reconditioning

With ecoline, we offer a portfolio of pre-owned systems that have been refurbished following externally certified processes and our own rigorous five step quality process, ensuring that ecoline systems are as good as new, at an affordable price.

In FY 2024, the ecoline portfolio was expanded by SOMATOM go.Up eco, SOMATOM go. All eco, SOMATOM go. Top eco, and MAGNETOM Sola eco.[1)] Reusing materials in a MAGNETOM Sola eco system can, for example, save up to 79 percent of the material's GHG emissions. This results in savings of up to 40 tons of CO_2e emissions per system.

With Circuline, we offer pre-owned systems that have been hand-selected and reconditioned based on a stringent internal process. As most of our Circuline systems are reinstalled in the same region, we can minimize transportation routes, reducing GHG emissions as well. (For additional information, see ↗ siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy and ↗ siemens-healthineers.com/medical-imaging/asset-lifecycle-development/circuline).

[1)] *The products/features mentioned herein are not commercially available in all countries. The future availability cannot be guaranteed.*

Trade-in service

By offering our customers the option to trade in used devices, we can recover parts and components from those trade-ins as well as entire systems that can be further maintained. (For additional information, see ↗ siemens-healthineers.com/refurbished-systems-medical-imaging-and-therapy/tradein).

Reducing solid and liquid waste and increasing recycling

Water conservation

Fresh water is a crucial resource in laboratories, where it is used for a variety of essential tasks such as chemical reactions, equipment cleaning, cooling systems, and maintaining environmental conditions in biological experiments. However, the high consumption of fresh water poses significant sustainability challenges. Given the growing global concerns over water scarcity, laboratories must adopt water-saving practices.

With the Atellica Solution portfolio, we offer our customers a best-in-class solution. The solution requires significantly less fresh water and creates less liquid waste output than other currently available chemistry and immunoassay analyzers, as confirmed by data generated in a real laboratory environment.

Our customer, University of Malaya Medical Centre (UMMC) Laboratory Medicine in Malaysia, is strongly committed to minimizing the environmental footprint of laboratories. With our innovative solutions, they achieved a reduction of water consumption by more than 36 percent while increasing their annual throughput by 13.7 percent.

Waste management

Laboratories commonly employ single-use plastic goods, such as pipette tips, centrifuge tubes, and petri dishes, resulting in significant plastic waste. As this raises environmental risks related to plastic pollution, solid waste management in laboratories is a critical issue.

Our Diagnostics business has made substantial efforts to minimize waste and enhance waste management while simultaneously improving laboratory operational efficiency. For example, ready-to-use quality control (QC) materials reduce the need for additional tubes or vessels. Centralized onboard storage of QC samples enables sharing of QC tubes across integrated analyzers, reducing material consumption and associated waste. We are also committed to using product materials and packaging with a high degree of recyclability. For example, 93.3 percent of Atellica Solution materials can be recycled.

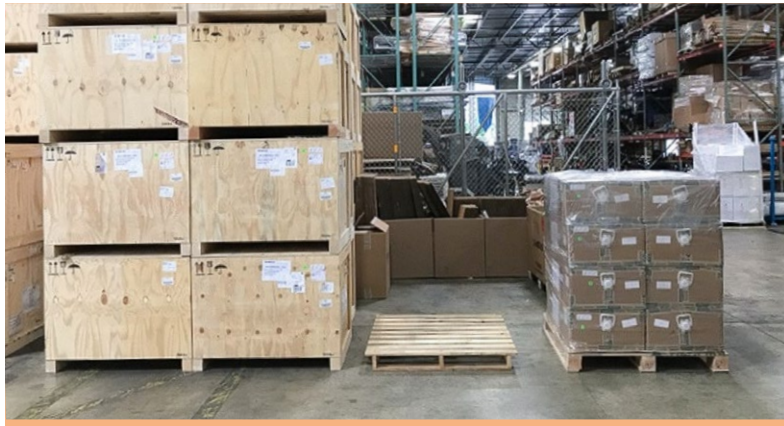
In general, for items that cannot be refurbished and reused, we appropriately dispose and/or recycle in accordance with the rules and regulations of the relevant country. Our “Serve the Environment” initiative sets out specific objectives for reducing non-recyclable waste and packaging, and for improving manufacturing and logistics procedures to reduce waste.

Packaging waste management

In FY 2024, several improvements to reduce packaging and switch to more recyclable materials were implemented. Our Diagnostics business segment significantly reduced packaging waste by downsizing boxes, and using temperature-controlled packaging whenever needed. This contributed to achieving the target of single-use packaging by 27 percent compared to FY 2022.

For some computer upgrades of our CT scanners, our global package engineering team designed a packaging suitable for three different computer types. With this innovation, the same packaging can be used for delivering the new computer and returning the old one. Customers can now ship computers back to us for repair and reuse of relevant components, and no longer need to take responsibility for product disposal.

In addition, the last non-recyclable G-Flex foam parts in packaging for packages of our MAMMOMAT X-ray systems have been replaced with recyclable PE-cushioning.



Rightsizing boxes to reduce waste

To cut down on GHG emissions associated with our box packaging, project teams observed packing processes and used historical data to determine where box sizes could be reduced for some of our most widely ordered products. This process not only reduced waste in our supply chain and saved packaging costs, but also decreased waste for our customers. We now have additional box redesigns scheduled to launch in FY 2025. When business goals work together with sustainability goals, it is a win-win situation for everyone.

3.3 EU Taxonomy

Our EU Taxonomy approach

Siemens Healthineers is exempted from submitting a nonfinancial group declaration pursuant to Section 315b (2) of the German Commercial Code (hereinafter "HGB"). This also includes exemption from separate reporting in accordance with the EU Taxonomy regulation. Nevertheless, Siemens Healthineers contributes to and is integrated into the Group KPIs reported in the FY 2024 Siemens AG Sustainability Report and Annual Report.

The EU Taxonomy regulation identifies six environmental objectives to which an economic activity can contribute:

1) Climate change mitigation
2) Climate change adaptation
3) Sustainable use and protection of water and marine resources
4) Transition to a circular economy
5) Pollution prevention and control
6) Protection and restoration of biodiversity and ecosystems

In FY 2024, Siemens AG is obliged to report on eligibility for all six environmental objectives. The regulation requires disclosure on alignment only for the climate change objectives. However, Siemens AG reports alignment voluntarily for all six environmental objectives in FY 2024, including related figures from Siemens Healthineers.

Revenue

Based on the evaluation of revenue-generating business activities, we determined that the two environmental objectives "transition to a circular economy" and "pollution prevention and control" are applicable to Siemens Healthineers. Regarding the "transition to a circular economy" objective, the following economic activities were identified as Taxonomy-eligible:

- Manufacture of electrical and electronic equipment
- Repair, refurbishment and remanufacturing
- Sale of spare parts
- Sale of second-hand goods
- Product-as-a-service and other circular use- and result-oriented service models

The majority of our Taxonomy-eligible revenue results from the manufacturing of electrical and electronic equipment, which describes our major operation as a global provider of healthcare equipment.

The environmental objective of "pollution prevention and control" is applicable for Siemens Healthineers according to the economic activity of manufacture of medicinal products. In particular, our business activities with Positron emission tomography (PET) radiopharmaceuticals fall under this activity.

During the alignment assessment, we identified substances of concern and very high concern as being particularly challenging for Siemens Healthineers.

Capital expenditure

We assessed the capital expenditures and identified Taxonomy-eligible economic activities relating to the environmental objective "transition to a circular economy". Under the activity of manufacture of electrical and electronic equipment, we identified machinery, tools, and test equipment as main contributors to Taxonomy-eligible capital expenditure. Within the activity of product-as-a-service and other circular use- and result-oriented service models, especially capital expenditure relating to equipment leased to customers is reported as Taxonomy-eligible.

Capital expenditures in the real estate sector were assessed as Taxonomy-eligible in the context of the "climate change mitigation" environmental objective relating to the activity of ownership of buildings. Relevant business activities in FY 2024 are land and finance leases as well as construction of buildings.

Within the analysis of the Taxonomy-eligible capital expenditures, the challenges from revenue alignment were also identified. For the ownership of buildings, sites outside the European Union make it considerably more difficult to provide required evidence for a successful alignment assessment.

Operating expenditure

Identified Taxonomy-eligible operating expenditures are mainly related to the "transition to a circular economy" environmental objective fulfilling the description of the economic activity of manufacture of electrical and electronical equipment. In particular, expenses for research and development are assessed as Taxonomy-eligible here.

Taxonomy-eligible operating expenditures in connection with the "climate change mitigation" environmental objectives were identified only to a minor extent.

Insights affecting our alignment assessment correlate with the assessments for revenue and capital expenditure.

Outlook

We will continue to monitor the developments of the delegated acts, including interpretations or new standards, and will continually reassess our business activities regarding EU Taxonomy eligibility and alignment.

80 percent reduction in emissions since 2010—driven by an effective climate strategy and GREEN initiatives

Resource Preservation

Journeying to Net Zero in Kemnath

To address the impacts of climate change, companies must be unwaveringly committed to innovation and transformation. Stefan König, EHS Manager at Technology Center Mechatronic Products in Kemnath, Germany, knows they are up to the challenge. "Net Zero is feasible," he says, despite the hurdles they must overcome.

In 2019, the Kemnath team developed an approach to achieve Net Zero emissions based on the Company's GHG reduction targets.

It then developed effective climate strategies and a framework to track progress, continuously refined by its Grassroots Ecofriendly Employee Network (GREEN) Team. Since then, carbon emissions at Kemnath have steadily fallen and are around 80 percent lower than 2010, despite workforce growth.

"But we are by no means finished," says König. The 2030 goal is to cut GHG emissions by 90 percent compared to 2019.

Further investment in the installation of heat pumps and the switch to natural gas will push Kemnath even closer to Net Zero and further elevate this site as an inspiration for the wider company. The Kemnath team is also launching plans for an industry-leading facility that will model its Net Zero aspirations. It committed to a EUR 60 million expansion that will feature a carbon-neutral energy system, rooftop solar panels, climate-friendly landscaping, and more.

Achieving Net Zero goes beyond facilities — Kemnath is looking at resource use in manufacturing. It is focusing on enhancing eco-efficiency, which means using as few resources as possible to reduce carbon-intensive extracting, processing, and transport, and improving the eco-effectiveness of its products by ensuring proper end-of-life recycling or disposal. Everyone in Kemnath is very proactive to achieve Net Zero—because many little ideas contribute to the big picture.

For more, see ↗ Five steps toward Net Zero.

Resource Preservation

Delivering our systems sustainably

Transportation of medical imaging devices is typically done via air freight and trucks, resulting in significant carbon emissions. To increase product sustainability and make progress on decarbonizing our value chain, we are seeking new solutions for delivering our systems.

One approach has been to increase the use of sustainable fuels across our modes of transportation. Sustainable fuels, which include sustainable marine fuel (SMF) and sustainable aviation fuel (SAF), are largely biomass-based — which means that the biologically derived portion of the fuel is effectively renewable, and thus creates a cycle that reduces climate impact.

In collaboration with the University of California San Francisco, we developed a plan to deliver MAGNETOM Sola MRI systems from Germany to UCSF's China Basin Landing site using a combination of SAF and short road transport. Using SAF results in a 75–90 percent reduction in CO_2e emissions for the air freight leg of the transport compared to conventional jet fuel. To address the emissions for the logistics required to deliver the system to San Francisco, we used the "book and claim" accounting method, which tracks the renewable attributes of SAF with a certificate that represents the certified life cycle emissions reductions from an SAF-fueled trip.

Since then, relevant progress has been made, with a shift toward sea freight and the use of SMF. The logistics team has streamlined the process to make ordering SMF more efficient. Many of the systems within the Company are now being gradually adapted to support this approach. "We are committed to creating and implementing sustainable practices across the entire value chain that address the needs of our customers and the needs of our planet," says Vibhas Deshpande, VP—Sustainability Innovation and Strategic Research in North America.

For more information, see ↗ Sustainable Aviation Fuels (SAF) reduce carbon footprint for MRI scanner delivery.

75–90 percent less GHG emissions generated using SAF compared to conventional jet fuel.

> **It is always good to reuse parts rather than throwing everything away and starting from scratch.**

PD Dr. med. habil. Peter Dankerl, Managing and Medical Director at Evidia MVZ Radiologie Franken GmbH, Fuerth, Germany

SOMATOM go.Top

Resource Preservation

Upgrading systems for future-ready healthcare

The field of specialized radiology is rapidly evolving. For specialized radiology clinics to thrive in this highly competitive market, they must respond to changing needs.

When radiologists at Evidia MVZ Radiologie Franken GmbH began witnessing an increased demand for cardiovascular CT examinations, they quickly realized they needed a CT scanner with expanded clinical capabilities. Rather than purchasing a new system, they opted to invest in a Fit Upgrade, enabling them to modify their existing CT scanner into a cardiology-capable SOMATOM go.Top[1)]. In just one day, components including a new gantry and updated operating system were installed onsite, while others, such as the table, stayed in place.

With this upgrade, Evidia MVZ Radiologie Franken GmbH was able to extend the lifespan of its existing system and decrease the costs of ownership, while gaining the full benefits and clinical functionalities of SOMATOM go.Top.

Additionally, the replaced components were integrated back into our refurbished systems portfolio, decreasing waste and supporting a circular economy. “From an environmental point of view,” said PD Dr. med. habil. Peter Dankerl, Managing and Medical Director at Evidia MVZ Radiologie Franken GmbH, “it is always good to reuse parts rather than throwing everything away and starting from scratch. Furthermore, the Fit Upgrade saved us a good amount of money on the investment side.”

Together with our customers, we are working toward a decarbonized, more circular value chain by preserving resources and lowering the ecological footprint of our products.

For more information about our Fit Upgrades, visit ↗ Options & Upgrades.

[1)] *The products/features mentioned herein are not commercially available in all countries. The future availability cannot be guaranteed.*

4.0
Diverse and Engaged Healthineers

Pages 60–84

Picture features our trainees at the Education Center in Erlangen, Germany. We embrace the unique perspectives and expertise that stem from our differences and build inclusive workspaces where people thrive.

Diverse and Engaged Healthineers

Our commitment

Diversity

30%

women representation in senior management roles by 2025 [1)]

Employee engagement

Maintain

Top-quartile

employee engagement score [2)]

External recognition

"Great Place To Work" in countries representing

> 80%

of employees by 2025

Volunteering and Employee-led Initiatives

100,000 h

of volunteering by 2030

20%

of employees involved in Employee Resource Groups and Innovation Networks by 2030

[1)] In addition: adherence to country-specific legal requirements, [2)] Compared to our Healthcare Industry Benchmark

Chapter 4

Diverse and Engaged Healthineers

We are one team of more than 72,000 employees with the shared purpose:

We pioneer breakthroughs in healthcare.
For everyone. Everywhere. Sustainably.

Because how we achieve this purpose matters, we aligned on five core values that form the foundation of our culture and help bring our purpose to life:

- **We listen first:** We listen to our customers, patients, and each other before we act.
- **We win together:** We tap into the uniqueness of every Healthineer across the organization to achieve more.
- **We learn passionately:** We emphasize lifelong learning to nurture creativity, out-of-the-box thinking, and continuous development.
- **We step boldly:** We embrace challenges and push ourselves to the boundaries of what is possible.
- **We own it:** We take responsibility by holding ourselves accountable for results.

Our focus

Building and nurturing a purpose-fueled team requires a clear focus on what matters most to our people and our Company.

To enrich our collective knowledge, reflect the needs of our global communities, become more innovative, and economically resilient, we must continue to **grow diversity, equity, and inclusion** (DE&I). By embracing the unique perspectives and expertise that stem from our differences and that we bring to our Company and culture, we can leverage our full individual and collective strengths. This focus encompasses how we listen to one another, create fair access to learning and development, and cultivate inclusive teams and spaces.

We **invest in our people** and support them to flourish and be ready for the future. Our People & Leadership Practices (PLP) provide a framework for managers and employees to share dialogues and activities along four key themes: Live Our Culture, Develop Talent, Embrace Learning, and Elevate Performance. PLP recognizes and rewards individual contributions in each of these areas and demonstrates our dedication to our employees and their growth.

We **expand Volunteering and Employee-led initiatives** with a focus on advancing our sustainability pillars of Healthcare Access, Resource Preservation, and Diversity and Engagement. Through these practices we give our time and share our passions, experiences, and skills across our internal and external communities. These collaborations reach across boundaries, unlock new impacts, build resilience, and cultivate a mindset in which giving back to our communities where we live and work is part of our identity as Healthineers.

We **prioritize employee health and safety**. This is more than just ergonomics, healthcare benefits, and safety certifications. It is about creating a healthy work environment and encouraging all employees to prioritize their own well-being and take care of one another. Our employees devote every working day to improving the health of patients worldwide, and our health and safety practices protect them as they work to achieve our purpose.

We **respect human rights** as fundamental to our business practices, partnerships, and ↗ Business Conduct Guidelines. We accept our responsibility and duty to set an example for how to treat one another, and to honor and protect the dignity, privacy, and personal rights of every individual.

These priorities are woven into the fabric of our culture, underscore our investment in supporting our people and communities, and directly contribute to better business outcomes. They also guide us to **uphold** several **important SDGs**, including SDG 3: Good health and well-being, SDG 4: Quality education, SDG 5: Gender equality, SDG 8: Decent work

and economic growth, and SDG 16: Peace, justice, and strong institutions.

Our targets

In the last fiscal year, we raised our ambition and set the following targets:

- **30 percent women representation in senior management roles by 2025.**
- **Maintain Top-Quartile employee engagement score each year.**
- **Great Place to Work in countries representing >80 percent of employees by 2025.**
- **20 percent of employees participating in Employee Resource Groups and innovation networks by 2030.**

This year, we have also added a commitment to grow our volunteering hours with the following target

- **100,000 hours volunteered by 2030.**

(For definitions, see Appendix A.1 Reporting principles).

Management approach

Effective management and governance are crucial to fostering a healthy, inclusive, and compliant work environment.

The Human Resources (HR) function led by the CHRO is responsible for the governance of all workforce related topics across our Company. The function drives the development and implementation of comprehensive policies, guidelines, and standards that ensure fair treatment, equal opportunities, and alignment with our values. Our policies cover areas such as recruitment; diversity, equity and inclusion; employee well-being; and career development. They are designed to support the development and engagement of our workforce while ensuring adherence to legal, compliance, and regulatory requirements across all regions we operate in. Regular audits and reviews are conducted to ensure that these policies are up to date and aligned with evolving global standards and regulations.

4.1

Grow diversity, equity, and inclusion

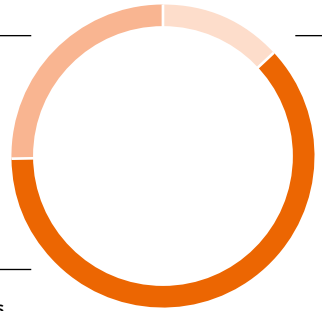
At Siemens Healthineers, we champion diversity, equity and inclusion (DE&I) in everything we do and are dedicated to ensuring that our workforce and culture reflect the diversity of the global communities we serve.

To take concrete action toward achieving our DE&I goals, we have established a global DE&I Council and four Regional DE&I Councils for the Americas; Asia Pacific and Japan; China; and Europe, Middle East, and Africa. They are responsible for sponsoring strategies that effectively cultivate a culture of fairness and inclusivity for all.

The Global DE&I Council is steered by members of our Managing Board, senior executives representing a variety of Regions and Businesses, the Head of People and Culture, and the Head of DE&I and Culture. It establishes the overall strategic direction, ensures alignment across Regions, and provides governance and oversight to ensure DE&I practices are integrated into business goals and leadership accountability. Our Regional DE&I Councils address Region-specific challenges and opportunities, ensuring alignment with the unique cultural and socio-economic contexts of their respective areas. They play a crucial role in developing localized strategies and monitoring progress through data-driven insights to make continuous improvements in creating inclusive environments that benefit employees and customers alike.

Employee structure

Employee age



42 years
is the average age of our employees

Worldwide

47,333
of our Healthineers work in the U.S., Germany, China, India, the UK, and Japan

Diversity

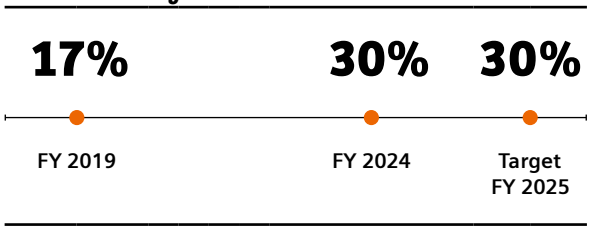
32%
of employees are women

Our progress in FY 2024

We grew the share of women representation in our senior management positions this year significantly and have achieved 30 percent, a year ahead of schedule. The proportion of women employed in the Company is 32 percent.

Our Managing Board has 50 percent women representation, with two out of the four Managing Board members being women. Our Supervisory Board is made up of eight women and twelve men.

Diversity progress: % women representation in senior management roles



For more details on the composition of our Boards, please see our ↗ Annual Report.

Thirteen percent of our employees are under 30, while 62 percent are in the 30 to 50 bracket, and 25 percent are older than 50. The average age in FY 2024 was 42. More than two thirds of our employees are based in the U.S., Germany, China, India, the UK, and Japan.

Building a diverse team

To build our diverse team, we strive to attract and retain exceptional individuals that represent varying backgrounds, ethnic origins, gender identity or expressions, sexual orientations, disabilities, religions, beliefs, ages, classes, socioeconomic status, and any other protected class or characteristic that has been historically marginalized. Our global recruiting organization actively markets and sources diverse candidates and ensures that initial candidate pools include diverse candidates. We use inclusive language in all our job descriptions, apply AI technology assistance including gender decoder tools, utilize diversity job boards, attend career fairs and events to reach underrepresented populations, and encourage referrals from existing employees and employee networks.

We hire employees based on merit and business requirements, ensuring fair and equitable access and processes. Our interviewers represent the diversity of our Company and strive to reduce bias during interviews. We highly encourage all recruiters to complete our unconscious bias training, use structured interviews consistently to promote equitable opportunities, and apply objective and standardized hiring decision criteria to decrease bias in the selection process.

We also work to mitigate bias through our senior management selection process, which includes a clear success profile, a diverse candidate (long list) slate for each role, an external assessment from an industry leader, and a diverse interviewer panel. Our diverse interviewer panel includes leaders from various backgrounds and expertise, enriching our evaluations with insights that reflect various organizational perspectives. The interview process focuses on candidates' demonstrated abilities, alignment with our core values, and potential for growth within our organization. We have already seen tangible results. We have succeeded in elevating more women and other dimensions of diversity into senior management and are cascading this model to other important talent areas.

Recognitions for DE&I

In FY 2024, we received multiple important recognitions across our global operations, including the following:

- In **China**, we earned T+ Employer designation, recognizing us as a best place to work in healthcare.
- In **India**, we won the Campaign India–PR Award 2024 for Diversity and Inclusion Company of the Year and the BioSpectrum Excellence Award for Best Workplace in Bio & Health Science.
- In the **U.S.**, we scored 100 percent on the Human Rights Campaign Foundation's Corporate Equality Index for the sixth time and were named a Military Times Best for Vets Employer for the ninth time.

Reducing unconscious bias

Recognizing and addressing unconscious bias is essential to build a fair and inclusive workplace. We created an effective unconscious bias training program with leading experts and partners to address this challenge. This program aims to enhance our leaders' understanding of unconscious bias and provide them with actionable tools to promote inclusivity throughout the organization. As of FY 2024, there were over 8,000 completions, including top leaders. This opportunity for learning and growth has empowered all Healthineers, particularly those in leadership positions, to take ownership of their actions and continually evolve our organization toward greater equity and inclusion.

Promoting inclusive language

We promote the use of inclusive language across all communications. We adhere to a resolution governing gender-neutral language released by our Managing Board, which stipulates the use of gender-neutral language in all written company communications, internally and externally. In personal communications, employees decide individually on their use of inclusive language. Employees are encouraged to actively participate in the employee-led Inclusive Language community on our Viva Engage platform. The community fosters open dialogue and continuous learning about inclusive communication, providing a supportive space for employees to ask questions, share experiences, and engage with others on DE&I topics. For more about the importance of inclusive language, see our story "Building insights to strengthen inclusion".

Increasing accessibility

To improve digital accessibility, a group of Healthineers worked on a solution called Eye-Able Assist. It is is a powerful tool that promotes digital inclusion by seamlessly integrating with our Intranet, the Internet, and other software and applications. This was a groundbreaking, comprehensive step in making our digital workspace more accessible for individuals with visual impairments, empowering them to tailor their experience to their specific visual needs.

Ensuring pay equity

To uphold equitable treatment for all employees and express appreciation and respect, we are committed to fair and transparent pay practices. Although our compensation packages vary regionally based on local regulations, we adhere to the principle of equal pay for equal work. This means that for similar job profiles, candidates with comparable competency, experience, and performance are offered comparable compensation regardless of race, ethnic origin, gender identity, gender expression, sexual orientation, disability, religion, beliefs, age, class, socioeconomic status, or any other protected class or characteristic that has been historically marginalized. To achieve this equity, prior to salary planning, we review compensation annually vis-a-vis market data to validate pay structures. We also discuss and determine wages with employee representatives in free, collective bargaining negotiations.

Offering Fair Benefit Access

We work to give equitable access to important benefits across our workforce. For example, we ensure our LGBTQIA+ colleagues and family members have access to a range of supportive benefits such as fertility and adoption services, inclusion of same-gender partners as dependents, HIV prevention and treatments, behavioral awareness seminars, transgender health coverage, and many others. For more detailed information on our benefits and how they promote equity throughout our Company, see Chapter 4.2 Invest in our people: Providing comprehensive benefits.

4.2

Invest in our people

Our People and Leadership Practices (PLP) are cornerstones of our culture. They foster a sense of belonging, empower employees to bring their best selves to work, and establish mutual expectations and goal alignment between managers and employees. These practices create an environment that values empowerment and leads to goals that prioritizes ongoing development, and contribution to business impact. They also help us to build inclusive workplaces where ideas are nurtured and people thrive. By engaging with PLP, employees witness the direct impact of their work and how their efforts contribute to our Company's success.

PLP is organized around four key elements integral to fostering a strong, inclusive, and high-performance culture: Live our culture, Develop talent, Embrace learning, and Elevate performance.

Our progress in FY 2024

Employee Engagement

In FY 2024, 78 percent of our employees, more than 56,000, participated in our engagement survey. Our high engagement scores place us in the top ten percent of companies in the healthcare sector.

External recognition

The Great Place To Work® evaluation is an independent benchmark. In 2023, we set a target to have 80 percent of employees in Great Place to Work® certified countries by 2025. We are proud to have already achieved this recognition in FY 2024, with 25 countries representing over 80 percent of our workforce achieving this certification. Read more about this in our story "Driving an exceptional employee experience".

Live our culture

Our Company culture embodies our values, celebrates our differences, and nurtures inclusion so that all Healthineers feel respected and appreciated for their unique contributions. We strive to foster an environment where everyone can be an innovator, take ownership of their ideas, and feel encouraged to speak up. In this way, we not only contribute to groundbreaking healthcare innovations, but continuously improve how we work together and steadily evolve our teams' strengths and skills.

Onboarding new employees

Our new employees' journeys begin with a professional and engaging global onboarding process to help them feel welcomed and supported in becoming productive members of our community. On day one, new hires are given an Onboarding Passport that outlines action items to prepare for their first few weeks and months with us. In addition, managers use a job-specific training template to have an open dialogue and meaningful conversations with their new employees. New employees are also matched with a buddy who can answer questions and help them learn about our culture and how we work together.

In FY 2024, we received over 1.77 million applications worldwide, conducted over 35,000 job interviews, and hired more than 7,400 new staff. On average, we receive over 144 applications for every job we post and are proud to be an employer of choice in the medtech industry.

Supporting flexible work

Living our culture also means offering our employees remote working opportunities and flexible hours based on their needs and life stages and our business requirements. In FY 2024, we introduced the concept of Human-Centric Collaboration, which builds on our previous flexible work guidance, giving each Healthineer and their manager the autonomy to determine the best work setting for themselves and their team, while being accountable for their outcomes and results. Our teams decide on the best

collaboration modes based on their work, and we provide state-of-the-art infrastructure to support them.

To support the four focus areas of our **Human-Centric Collaboration initiative**—flexibility, intentional collaboration, leading a hybrid team, and thriving in a hybrid team—we developed a robust toolkit that includes manager resources, a workshop on intentional collaboration, and self-reflection tools for leaders and employees to evaluate their human-centric competencies.

In 2023, we also launched the International Mobile Work (IMW) pilot project in Germany, which allows our workforce to work in multiple European countries for up to 30 days per year. This opportunity helps to prepare our leaders and employees to adapt to diverse business and employee needs.

Designing welcoming workplaces

The way we work is influenced by our surroundings. At Siemens Healthineers, our aim is to provide our employees with a **thoughtfully designed inclusive workspace** that fosters well-being, collaboration, and innovation. For example, we create spaces that meet a diverse range of accessibility needs, including those related to physical, cognitive, and sensory differences. Our Real Estate team focuses on designing human-centric spaces and activity-based environments to promote intentional collaboration among all Healthineers. As part of our process to create environments that work best for all Healthineers, we engage with Employee Resource Groups and other employees to gather ideas about how to be more inclusive of diversity of all kinds.

Providing comprehensive benefits

Our **Global Benefits Strategy** supports our employees by emphasizing a human-centric approach to employee benefits and ensuring consistency and transparency. The strategy includes clear governance structures, promotes equity by providing inclusive benefits in all the countries where we operate, and fosters positive employee experiences by leveraging digitalization and technical capabilities to enhance employee support.

Listening to our employees

We believe that every voice matters. We listen first and put this value into action through actively listening to our colleagues and making sure everyone is heard, valued, and received with an open mind so we can all learn and grow together. Open and honest communication is central to our culture and essential to our collaborative process. One impactful way we achieve this is through Healthy Dialogues, which increase collaboration, creativity, and problem-solving. Healthy Dialogues are supported through the **Healthy Dialogue Methods (HDM)**, which promote high-impact conversations, allowing every Healthineer to identify behaviors, concrete actions, and commitments that connect our Healthineers' purpose and values to their team's priorities, and encourage open and constructive communication within the team.

Global Benefits program highlights

Program	Achievement
Mental Health	The well-being of all our employees is crucial to our success. Mental health is a priority for us. In late 2022, we gave every employee worldwide access to a digital platform that offers meditation and mindfulness tools. Additionally, we also provide an extra subscription for each employee to share with family members. Many of our leaders have integrated mindfulness into their meetings and routines. We also hosted our first Global Health Days, offering various learning and engagement opportunities to promote self-care and support for others.
Healthineers Life & Work Assistance Program	Our Employee Assistance Program (EAP) supports our employees coping with challenges both personally and professionally. With our Life & Work Assistance Program, we offer employees and their family members 24/7/365 confidential support by master's-level counsellors or globally. Before FY 2023, EAPs were not available everywhere, so Siemens Healthineers launched a global project to ensure that all employees have access. By FY 2024, we have achieved full coverage of all employees globally with access for family members.
Global Business Travel Medical Insurance	In October 2023, we introduced a comprehensive global coverage for medical insurance for international business travelers. The coverage includes emergency medical care and assistance due to sickness and accident as well as evacuation and repatriation. Some countries have opted out due to local legislative requirements.

Regional Benefits program highlights

Country	Achievement
Germany	We enhanced our employer-financed Company pension plan to provide employees with coverage for retirement, disability, and death, catering to the diversity and different generations in our workforce. Improvements also include a minimum employer contribution for lower tariff groups, increased contributions for part-time workers, and a new initial contribution for apprentices and dual students who join us permanently after completing their program. This plan redesign was awarded the German bAV Prize (Deutscher bAV Preis) in 2023.
China	Newly introduced financial wellbeing initiatives in China include a unique long-term retirement savings plan, where the Company matches contributions up to a 1:2 ratio and invests based on service length.
India	We cover maternity expenses up to INR 70,000, surrogacy, and medical termination of pregnancy under our fully sponsored base medical insurance plan. We also offer 30 weeks of paid maternity leave (four weeks more than the statutory requirement) and up to five months of unpaid leave. For mothers returning to work after maternity leave or adoption, we subsidize the cost of daycare for children aged six months to six years during standard office hours, and women employees can visit the daycare facility up to four times during the workday.
Latin America	We implemented a new maternity, paternity, and parental leave policy where all women employees are granted six months of paid maternity leave, and all male employees receive one month of paid leave. Same-sex couples can choose which category of leave each will receive.
United States	We offer Access Hope, which facilitates remote connections between an employee or dependent's local oncologist and cancer specialists at the seven National Cancer Institute (NCI)–Designated Comprehensive Cancer Centers to ensure the best plan of action and outcome.
Netherlands	We introduced a flexible benefits platform that caters to the needs of individual employees across all generations by providing allowances that enable them to purchase benefits such as extra holidays, age-service leaves, pensions, insurance, health and well-being services, and other local benefits.

We also offer every Healthineer the opportunity to participate in a Culture@Work dialogue to discuss how we live our values and how each of us can actively shape our culture. With the support of our Catalyst Network—a global employee community focused on bringing our culture to life—we host these engaging, impactful monthly dialogues for existing and new employees.

To assess the performance of our Business Areas, Business Horizontals, Functions, and Regions compared to the overall organization, we conduct a comprehensive Deep Dive Analysis quarterly. These data-driven analyses coupled with dialogues enables each part of our business to recognize trends, target opportunities, highlight successes, and discuss next steps.

Finally, our **Healthineers Forum**, a global tool for employee feedback, provides each employee with a monthly confidential and voluntary opportunity to share their thoughts and challenges. Through the Forum, we solicit unique ideas to enhance our talent development processes, expand resources for career actualization, and strengthen our culture of belonging. Employees answer questions in categories like engagement, DE&I, and values, and managers receive real-time feedback from their team, gain valuable insights into their performance, and can focus on specific areas for improvement. We provide access to this survey through various communication channels, such as email, mobile app, and site workstations. Questions are currently available in 20 languages.

Expressing appreciation

How we recognize and reward our people is an important part of building a strong team. Our Healthineers Express Appreciation, Recognition, and Thanks program (HEART) is a recognition and reward initiative that encourages employees to express gratitude and acknowledge each other's achievements across the Company. Through our HEART tool, employees can send eCards and nominate colleagues for point-based rewards that can be used to select an item from our catalogue of gifts.

In FY 2024, colleagues from 72 countries sent 124,156 awards, with 19 percent of eCards sent between countries and 71 percent of awards given by peers.

Develop talent

We want our people to thrive and be future-ready for the next set of healthcare challenges. Flourishing tomorrow means nourishing talent today. To achieve this, we have developed programs and initiatives designed to provide a structured path to advancement. This includes three leadership learning journeys designed to meet our employees where they are in their careers, but with an eye toward their futures:

- **Aspire2Lead** helps potential leaders to reflect on their aspirations to lead while also experiencing what is expected of a people manager in the Company.
- **Lead2Grow** supports newly promoted people managers on navigating the transition from an individual contributor to a leader.
- **Leaders for Leaders** assists leaders of people managers in deepening their leadership journey while building skills and techniques to further develop their leadership team.

In FY 2024, we offered 49 of our structured leadership learning journeys to 888 participants across our global Regions.

We also offer several accelerated programs that target leaders at key career moments. These hybrid or virtual, high-touch programs consist of global, regional, and individual modules and are tailored to create impact and lasting behaviors:

- For our early career talents, the 12-month **Promising Healthineers program** provides insights into their own leadership traits and competencies. Participants get access to foundational courses on self-development, peer coaching, communication, health and wellness, and financial literacy. They meet and learn from global and local leaders, and are able to put into practice key skills through specially-crafted business challenges.
- Our **Senior Healthineers Potential program** focuses on leaders who are pivoting from "leading leaders" to "leading organizations" with a deep focus on personal mastery to build a solid foundation for the future. Participants receive comprehensive psychometric and 360° assessments, a week-long immersive onsite program, followed by nine months of curated learning labs, executive coaching, and alumni activities.

In FY 2024, 500+ Healthineers participated in one of these accelerated development programs. These leaders also "pay it forward" by mentoring participants in other programs.

With our firm commitment to learning and growth, we empower all Healthineers, particularly those in leadership positions, to take ownership, make bold moves, and evolve our organization into a more inclusive and equitable one. We launched our novel **Amplify** program in FY 2024, to develop the pipeline for senior leadership roles, especially adding more women leaders. For more information about the Amplify program, see our story "Amplifying leaders' impact".

Our culture lays the foundation for employees to proactively plan their own development to drive their career focus and to set their own paths. We encourage all Healthineers to connect with their managers throughout the year to review and update their development plans, engage in discussions about their progress, and identify new opportunities for growth.

Additionally, our Internal Job Market amplifies career development and advancement for current employees by making open positions transparent to all colleagues before they are advertised on recruitment platforms. We encourage self-nomination and qualified internal applicants receive preferential consideration.

Embrace learning

We foster an inclusive culture where curiosity, continuous learning, feedback, and exchange inspire innovation and create a competitive advantage for our Company. This growth mindset secures our position as a strongly innovative healthcare company with diverse capabilities and a learning landscape that supports us as a medtech industry leader. We support Healthineers in being lifelong learners—both in their current role and in new opportunities—and to thrive in an evolving digital landscape through our employee-led initiative, #DigitalTogether.

Recognizing that we have a diverse global learner community, our offerings range from online instructor-led learning delivered in various time zones and languages to onsite sessions on key topics, and self-paced e-learning that can be accessed 24/7. Our learning experience platform SkillUp provides relevant learning recommendations and helps users to discover learning opportunities easily. It aggregates learning content from many sources and offers direct access to multiple categories of curated learning experiences based on skills, roles, topics, and more.

In FY 2024, a total budget of EUR 82.6 million was spent on continued training in the Company, with more than 2.98 million training hours completed.

In FY 2024, we broadened our learning resources to 1,870 learning paths and 971 learning plans, covering a wide range of topics such as diversity, equity, and inclusion, innovation in healthcare, and essential management skills. These new learning materials are particularly relevant to Healthineers and have increased SkillUp engagement, with 50,485 users' logins.

Our commitment extends beyond traditional learning formats to holistic employee development. We empower our workforce by integrating sustainable development and growth through optional psychometric development assessments (Hogan) and globally available one-to-one coaching through our partners. This ensures that our employees develop their core skills and are well-equipped to adapt and thrive in a dynamic digital workplace.

DigitalTogether

In 2019, we introduced #DigitalTogether to address the need to learn and adapt to a constantly changing digital environment. As partners, we enable and support the digital journey of our employees. This includes mastering the use of our IT landscape and creating collaboration and engagement in the digital workplace to pioneer breakthroughs in healthcare.

- **#DigitalTogether Learning Events:** We offer multiple learning events in different formats throughout the year. They are open to all employees, regardless of their digital knowledge level, and include BarCamp, World Tours, and DigiCon. In FY 2024, we offered two World Tours by #DigitalTogether and provided insights into the latest generative AI tools and file storage management to nearly 4,000 participations. Additionally, we offered a BarCamp and a global digital event DigiCon with more than 2,000 participants.

- **Open Learning Sessions:** We provide a variety of live training sessions on generative AI and IT tools. In FY 2024, we conducted 90 sessions for 3,654 Healthineers.

- **Customized Services:** In FY 2024, we provided 27 customized services with a 96 net promoter score to 27 different departments in which we offer personalized trainings tailored to the department and its specific learning objectives.

- **Train the Trainer Program:** #DigitalTogether trainers drive digitalization across the Company by laying the foundation for high-level digital working standards. By transferring #DigitalTogether learning offerings into their languages and regions, #DigitalTogether trainers ensure global exchange and equal standards in digitalization. All Healthineers are encouraged to participate in our Train the Trainer Program.

- **#DigitalTogether Champions Community:** Our Champions Community includes 1,059 employees who volunteer as digital adoption multipliers to influence their teams, inspire and guide colleagues, coach and train peers, and identify business challenges, all while sharing digital best practices.

Elevate performance

How we achieve our breakthroughs is just as important as what we deliver. To create consistent, sustainable impact, we set measurable goals and mutual expectations to continually elevate our performance and keep us focused on our purpose.

Through the framework of our annual Talent Reviews, we bring our leadership teams to the table to invest thousands of hours evaluating employees at all levels of the organization. The leaders discuss goal achievement and also how employees accomplished these goals. This process culminates in a full-day C-suite executive session to dive deep into talent pools and critical roles, and thoughtfully build our talent pipelines. This performance management cycle applies to all Healthineers, from our top leaders to employees at the earliest stage of their career journey.

Talent Reviews have resulted in more deliberate cross-organizational talent moves and stretch roles, with over 34 percent of succession plans having cross-organizational successors and more than 60 percent of executive roles resulting from confirmed succession plans. They have reinforced our inclusive culture by encouraging open communication about expectations, commitment to actions, as well as an open mind to give and receive feedback.

In FY 2024, 91 percent of Healthineers set goals with their managers, with 71 percent completing Q2 and 74 percent completing Q4 performance check-ins.

Healthineers Performance Systems and Human Resource Core Methods

The Healthineers Performance Systems (HPS) is how we operate our business and elevate our performance—a key component of our People & Leadership Practices. HPS and HPS Core Methods use consistent language, helping us execute our strategy effectively, gain competitive advantage, and fulfill the promises we make to our customers, society, and investors.

They enable us to:

- Develop individual and organizational capabilities in lean and agile methods
- Continuously improve how we create customer value by eliminating non-value-added activities
- Drive Company-wide alignment on strategic initiatives by proactively prioritizing and managing our teams' activities

HPS Core Methods include:

- Structured Problem Solving: A six-step process to determine root causes or align on levers to achieve new targets and ensure solutions close the gap.
- Hoshin Kanri: A process to translate our strategy into tactics, align our activities, prioritize resources, and actively manage our plans.
- Agile Visual Management: Regular meetings to measure our performance relative to our targets and address deviations as a team.
- Value Stream Mapping: A method to visualize the flow of the current system, identify waste, and prioritize opportunities for improvement.

We also apply Healthy Dialogue Methods and GROWs Coaching to emphasize key culture elements such as trust, listening, questions, reflections, and accountability. These methods are rooted in the desired behaviors and outcomes of our purpose and values and contribute to our goal of making our purpose and values personal, relevant, and visible. GROWs Coaching is designed to elevate skills in conducting coaching conversations and to promote goal-focused coaching dialogues as part of our shared culture.

4.3

Volunteering and Employee-led Initiatives

Through volunteering, our employees activate our purpose throughout the world and contribute across our pillars of sustainability: improving healthcare access for all, preserving our planet's resources, and improving our lives at work and in our communities. Over the years, we have also actively encouraged and supported employees to form communities within the organization and lead initiatives that have transformative potential for them and the Company, especially in accelerating outcomes connected to our sustainability goals. These Employee Networks and Resource Groups (ERGs) create and hold important spaces where our people find belonging, build awareness, connect with development opportunities, and contribute to shared goals. Employee communities provide networking opportunities across locations and organizational groups and offer a channel to voice perspectives and ideas. They also play a significant role in helping employees reach their full potential related to professional development, advocacy, and innovation.

Our progress in FY 2024

Across our Regions, diverse teams of employees worked side-by-side as they collectively volunteered, supporting facilities for elderly people and children, contributing to restoring natural habitats that are threatened by climate change, raising awareness for cancer care by volunteering for screening initiatives, and organizing charity runs. **Ten percent of our employees were part of ERGs and Innovation Networks** and helped to accelerate our sustainability outcomes to create impact within the organization. **Our employees also logged in 6,097 hours of volunteering** for causes that create tangible impact in communities they supported globally.

Our initiatives

Global volunteering program

In a world with rising social and environmental challenges, the desire to make meaningful impact grows stronger for people everywhere. Our employees recognize that a healthier, more resilient society benefits everyone and have been supporting their communities by actively participating in local projects and events that contribute to the greater good. As a Company, we believe in empowering our workforce to give back, and are committed to building equal and inclusive communities because this is also how we scale our impact.

Our Healthineers Volunteering Program enables our 72,000+ Healthineers to connect their personal purpose with our Company's purpose, and contribute across our sustainability commitments—in improving healthcare access for all, preserving resources for the planet, and building diverse and inclusive communities. From supporting well-being and social advancement, to leading during crisis and disaster relief, our employees participate actively in causes that matter and get paid time off during standard working hours—individually or as a team. The program also brings together our employee contributions with the collective efforts of our global and regional partners, to address opportunities that bridge healthcare gaps in underserved communities.

We offer various approaches to engage in volunteering engagements:

Care Days and Team Building programs where teams and even entire departments coordinate their volunteering efforts during a set of days to create meaningful impact for the community while deepening their own connections with each other.

Skill-Based engagements that leverage specific skills and talents of our employees, for example educating to help develop entry-level healthcare technician skills or enhancing digital infrastructure for non-profits.

On-demand customized volunteering engagements for employees who are not able to participate in traditional offerings due to location/work hours for example field service workers.

Our volunteering application, **Voicely**, helps our employees share their volunteering stories with each other to find inspiration and build engagement across the workforce. For example, 30 colleagues conducted educational sessions on stroke and chest pain at a

Shanghai hospital this year and helped to advance patient awareness especially of symptoms and immediate ways to seek support when they experienced them. In Philadelphia, our employees were instrumental in supporting our breast cancer screening initiative and supporting women in the community to access the free screening and health education. In Nuremberg, Germany, Healthineers and students worked together to renovate rooms at the School for the Visually Impaired and Blind. These initiatives not only strengthen the communities we support but also deepen our employees' sense of fulfillment and help us strengthen our purpose-driven culture.

Employee Resource Groups

Our ERGs play a significant role in developing the capabilities of our employees and providing them access to senior leadership, who coach and mentor them, helping them to acquire new skills and competencies for career advancement. These groups have also been instrumental in tapping into ideas across the Company for innovation within our products and services, and driving significant positive changes in our workplace.

We have **30 ERGs that are organized around dimensions of diversity**, including gender identity, generations, neurodiversity, sexual orientation, veteran status, ethnicity, and disability. They are led by employees and sponsored by the Company. Groups vary based on regional needs, which opens the door for employees within similar time zones to meet in real-time to foster exchange and discussion. Two of our ERGs have chapters globally: The StepUP network, which was founded in 2019 and promotes women representation; and PRIDE, which supports cultural change in Siemens Healthineers towards being inclusive of all gender identities and sexual orientations.

In FY 2024, we launched Young Pi in China, a new community focused on early career development. In the Americas we launched empowerME (focused on cancer survivorship), and across our Europe, Middle East, and Africa Region we launched Experts-Inside (focused on people with disabilities) and Dads@Healthineers.

The ERGs organize several events within the organization, especially with a regional focus, to engage employees, increase awareness, and drive action.

- To promote a culture of belonging for all employees, we hosted various regional and global events to mark **International Women's Day**, International Day of Women and Girls in Science, Pride Month, and International Day of Persons with Disabilities. For International Women's Day 2024, we embraced the theme #**InspireInclusion**, promoting gender equity and highlight achievements of our women colleagues from across the world. This campaign positioned Siemens Healthineers as an employer of choice with equal opportunities for women and encouraged women to apply for higher positions within the Company.

- For the **International Day of Women and Girls in Science 2024**, we promoted gender equity in the STEM field by launching a social media campaign featuring quotes from employees that connected their childhood dreams to their current roles. Additionally, we encouraged employees to share their own experiences and stories related to their careers in science, fostering a deeper understanding and appreciation of the diverse experiences within our community.

- For **Pride Month** in June, we held a global webcast to honor International Day Against Homophobia, Biphobia, and Transphobia (IDAHOBIT), focused on global awareness of laws impacting LGBTQIA+ employees and families, and featured panels with guest speakers who shared inspirational personal stories and insights into how to be a great ally. We also amplified the voices of some of our LGBTQIA+ colleagues by sharing their personal journeys, challenges, and triumphs on our global social media platforms and internally to foster a deeper understanding and appreciation of the diverse experiences within our community.

- In our Europe, Middle East, and Africa Region, the regional DE&I Council launched **EMEA DE&I Talks**, a platform designed to encourage open conversations and advance diversity, equity, and inclusion throughout the EMEA region. The first three sessions of these talks, which focused on cultural diversity, women's health equity, and equality for the LGBTQIA+ community, reached over 1,000 employees based in the Region.

- In North America, the **Scholars in STEM and Sisters in STEM** programs were spearheaded by the Siemens Healthineers Employees of the

African Diaspora (SEAD), in partnership with our Siemens Healthineers Indigenous Network of Employees (SHINE) and Women in Network at Siemens (WIN@S) ERGs. The programs seek to grow our involvement in STEM education in America, specifically supporting programs that help Black and Indigenous communities so that the next generation of scientists, doctors, clinicians, engineers, and leaders will be as diverse as the makeup of the countries.

- In China, StepUp organized a women's leadership panel in January 2024 to strengthen the **awareness of gender equity** and share tips on career development for women.

Our **Grass Roots Eco-Friendly Employee Network (GREEN) teams** initiate activities and promote environmental sustainability—both at the workplace and in everyday life. These GREEN teams have achieved remarkable results in different Regions, including switching to innovative transportation methods that have reduced CO_2e emissions, encouraging sustainable practices such as minimizing food waste or creating green spaces, implementing energy and waste saving measures, and promoting sustainability awareness through educational sessions. In addition, they raise awareness through events, for example our Americas GREEN ERG held an event for Global Earth Day on April 24, 2024, to bring together the community and discuss topics such as circularity, sustainability management with plastics, and sustainability in packaging. In China, we celebrated Low-Carbon Day on May 15, 2024. In Erlangen, Germany, the ERG actively drove sustainable transport options for employees, such as bicycle mobility and car-pooling.

Our **Global Catalyst Network, a community of 760+ employees**, drives business performance and cultural change by creating space for connection and collaboration around important cultural topics. It hosts dialogues and builds our values into different trainings and workshops, including new-hire orientations. For example, one of our Catalysts has been leading workshops for our operations team at our American Distribution Center focused on understanding and valuing each other's differences and learning how to build inclusive teams where collaboration can thrive.

Employee Resource Groups

Regions	Network
America	> ACE (Asian American and Pacific Islanders Cultural Exchange) > AMIG@S (Hispanic and Latino Network) > ADAPT (Abled and Disabled Allies Partnering Together) > empowerME (Cancer Survivorship) > GREEN (Grass Roots Eco-friendly Employee Network) > HANDS (Healthineers for Autism and Neurodiversity Support) > NEXT (The next generation of talent) > PRIDE (LGBTQ+ and Allies) > SEAD (Siemens Employees of the African Diaspora) > SHINE (Indigenous Network of Employees) > SVN (Siemens Healthineers Veteran Network) > WIN@S (Women's Impact Network) > All in (Disability-focused network) > Mis raices, mi orgullo – my roots, my pride (Ethnic-racial diversity in Latin America)
Asia-Pacific and Japan	> Differently Abled > GREEN (Grass Roots Eco-Friendly Employee Network) > PRIDE (LGBTQ+ and Allies) > StepUp (Women's empowerment network) > Veterans network (Network for veterans) > Young generation > Development Center Sustainability team
Europe, Middle East, and Africa	> Dads@Healthineers (Parenthood network for fathers) > ExpertsInside (Network for disability inclusion) > PRIDE (LGBTQ+ and Allies) > StepUp (Women's empowerment network) > Healthineers for Future > GREEN team Marburg > MT GREEN Team Oxford > Volunteers for Future
China	> StepUp (Women's empowerment network) > Young Pi (Post-90s employees network) > Enthusiasts for Sustainability China

4.4

Prioritize employee health and safety

At Siemens Healthineers, health is not only part of our name, it is embedded in our Company DNA. Thus, protecting the physical and mental well-being of our employees is important to how we do business. In FY 2024, we continued our efforts to foster and maintain a strong health and safety culture by further refining our preventive, individually tailored, and health-promoting initiatives and programs.

EHS compliance

To comply with legal requirements and further develop our internal processes and standards for occupational health and safety, we have implemented a comprehensive Environment, Health, and Safety Management System (EHS MS). All manufacturing and logistics sites are required to participate in the third-party certification scheme of the global EHS MS in accordance with ISO 14001:2015 (Environment) and ISO 45001:2018 (Occupational Safety and Health). New acquisitions need to establish an approved implementation plan for manufacturing and logistics sites. We determine which other covered sites are required to participate in the third-party certification scheme and be included within our Company's global context record. Country Organizations must implement an EHS MS. However, third-party certification depends on customer needs and is up to Country Management decision making.

In FY 2024, we successfully added two organizations—Siemens Healthcare s.r.o./Slovakia and Kosice & Epocal Inc./Canada, Ottawa—to our global ISO 14001 and ISO 45001 certificates issued by an accredited ISO third-party registrar.

Health management

Health management is more than just healthy food options, gym memberships, and mindfulness breaks—it is how we create a healthy work environment where employees take care of one another. This is reflected in our Health Management vision statement: We are Healthineers—empowering our employees and their families to live their healthiest lives. Our approach to employee well-being encompasses:

- **People:** We nurture every individual's health with a focus on mental well-being, physical activity, healthy nutrition, medical services, and substance use.
- **Workplaces:** We enhance our workplaces to make sure they are safe and conducive to good health through measures such as risk assessments and ergonomic improvements.
- **Culture:** Caring about one another is an important aspect of who we are as Healthineers. We respect work-life integration and encourage and model healthy lifestyles.

Our ambitious targets for 2023 to 2025 guide our strategy and ensure that we are striving for excellence in health management both globally and locally. We offer a comprehensive mix of programs and resources tailored to meet the unique needs of our diverse workforce, including:

- **Physical fitness:** Local fitness programs to sustain and promote the health and well-being of our employees, including the Health4All program in Latin America and partnerships with gym aggregators like Gympass and EGYM Wellpass in other countries.
- **Ergonomics:** Ergo Global, which helps employees set up ergonomic home offices by guiding them through an interactive assessment and offering recommendations, and the Tumeke app, which uses video analysis and AI to capture motion sequences of employees at manufacturing workplaces and gives guidance on ergonomic improvements.
- **Healthy eating:** A cookbook "Cooking like a Healthineer" was released by our Forchheim site in Germany in November 2023 during a live

cooking event with executive leaders, which has since sold more than 1,500 copies in our internal brand shop.

In December 2023, our excellence in health management earned us the Excellence Class Certification and seal in the Corporate Health Award program in Germany, and a special award for family engagement.

Occupational illness

Although we strive to protect employees from work-related health impacts, long-term, low-threshold exposures to health risk factors, combined with individual vulnerabilities, can still negatively impact the health of employees over time. In FY 2024, a total of 21 cases of occupational illnesses were diagnosed among our employees (FY 2023: 21 cases). In addition, two occupational diseases have been approved by the German Statutory Insurance organization. No fatalities due to occupational illnesses were reported.

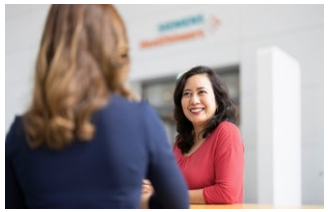
Health management strategy: Our vision

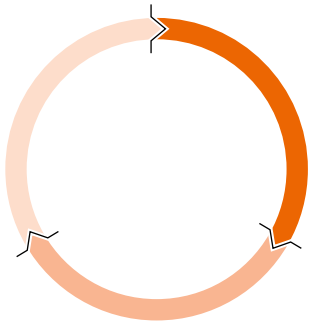
We are Healthineers: empowering our employees and their families to live their healthiest lives

Our unique capabilities at Siemens Healthineers for patient-centered innovation

People

Promote health, prevent diseases, and care for employees with health-related issues





Workplaces

Create physically and mentally healthy workplaces

Culture

Foster a healthy business culture

Occupational safety

We care for each other's safety.

In alignment with our values of listen first and learn passionately, our global focus is to proactively eliminate or reduce safety-related risks. We actively address safety risks at our sites, in our homes, at customer locations, and during travel, making sure every Healthineer is mindful of their own safety while also caring about the safety of others. Our strategy is to improve both leading and lagging safety performance indicators by engaging leadership, fostering employee participation and empowerment, and diligently managing high-risk activities. Our activities include:

- **Global Safety Days**, the first of which took place in FY 2024 based on the official World Day for Safety and Health at Work 2024, an annual international campaign to promote safe, healthy, and human working conditions. The event focused on integrating safety into our corporate culture and beyond via a wide-ranging program that was offered both online and onsite to almost 10,000 participants.
- Our Global EHS community and experts from Businesses created **Safety every day: The little things**—a program that sets minimum safety requirements and equips employees with the knowledge to keep an eye on the little things that matter most, so they can go home healthy and safe at the end of each working day.
- The **Safety & Health Walk and Talk (S&HWaT)** engages leadership to meet with employees and listen to their experiences at work. Leaders then identify areas for improvement and provide direct responses and solutions. In FY 2024, our leaders conducted more than 3,900 S&HWaTs—three times higher than last year.
- Our **Near-Misses and Good Observations (NMGO)** program engages employees in proactively managing risk by reporting their observations via an easy-to-use tool. Our EHS organization works with employees, managers, and supervisors to analyze these reports and take necessary actions to eliminate hazards before incidents occur.

In FY 2024, thanks to our increased focus on proactive management of safety risks via these initiatives and projects, the number of lost working days due to work-related accidents decreased by 33 percent, and we also recorded a decrease of ten percent in our global lost time injury frequency rate (LTIFR) and total recordable injury rate (TRIR).

Additional information can be found in Appendix A.2 Longlist of sustainability indicators.

Global accident rates for employees and temporary workers

	FY 22[3]	FY 23[3]	FY 24
LTIFR[1] for employees and temporary workers	0.28	0.26	0.23
TRIR[2] for employees and temporary workers	0.51	0.49	0.42

[1] LTIFR: number of lost-time cases (LTC) × 200,000/working hours; LTC are accidents that result in at least one last day of work.
[2] TRIR: number of recordable injury cases × 200,000/working hours
[3] Data excluding CTSI Oncology Solutions and Acrorad Corporation

"Global Safety Days helped strengthen awareness of occupational safety and the importance of driving good safety behaviors at the workplace."

– Arif Tufekcioglu, Corporate Safety Manager

4.5

Respect human rights

Although we operate in many markets around the world in which political, economic, and geographical conditions might present an elevated risk of adverse human rights impacts, we are committed to act as good global citizens wherever we do business.

As we are an active participant in the United Nations Global Compact, we regard its Ten Principles and the IndustriALL Global Union framework agreement as binding for the entire Company.

We expect our employees, suppliers, and business partners worldwide to comply with the following general guidelines:

- The International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights.
- The European Convention on Human Rights.
- The International Labor Organization's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy.
- The ILO Declaration on Fundamental Principles and Rights at Work (in particular, elimination of child labor, abolition of forced labor, prohibition of discrimination, freedom of association, the right to collective bargaining, and fundamental freedoms).
- The Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.
- The UN Guiding Principles on Business and Human Rights.

In addition to promoting ethical and environmentally sound actions, we recognize the importance of assessing, monitoring, and taking action to protect human rights by developing appropriate strategies. Such strategies also involve our partners.

With respect to our supply chain, we work closely with Siemens AG and have established comprehensive procurement programs to:

- **Maintain sustainable supply chains:** Suppliers commit to upholding the Siemens Group ↗ Code of Conduct for Suppliers and Third-Party Intermediaries, which affirms the fundamental human rights of our suppliers' employees. The Code encompasses but is not limited to the following human rights topics: fair working conditions (pay, working hours, vacations); responsibility for health and safety standards; prohibition of discrimination; prohibition of forced labor and child labor as well as provision of anonymous grievance mechanisms.
- **Conduct risk assessments** based on the OECD list of high- and low-risk countries.
- **Carry out audits of selected suppliers**, especially regarding human rights topics (child labor, working conditions, wages, sub-suppliers, etc.). These supplier audits primarily focus on quality-oriented risk mitigation and are conducted by our Supplier Quality Management via onsite visits. Within the scope of supplier quality, adherence to the requirements of the aforementioned Code of Conduct is also assessed.
- **Engage external auditors:** Since FY 2009, we engage external audit companies to conduct supplier audits for human rights topic. These are designed to verify adherence to the requirements of the Code of Conduct and assess the sustainability performance of our supply chain.
- **Assess and validate worldwide and for all subsidiaries the risk of importing and exporting conflict minerals**, and request information from all suppliers on where the minerals have been mined.
- **Describe and implement mitigation measures**, if applicable and necessary, based on audit findings and information provided, which will be validated together with the supplier. If a

supplier fails to implement the measures, it will be phased out.

The goal of all these activities is to reduce or eliminate human rights–related risks and ensure supply chain stability while providing our customers with high-quality products and services. We expect our suppliers to share our ethical, social, and compliance standards, as set out in our Responsible Sourcing Principles, and to apply these within their own supply chains as well.

Starting in FY 2015, we implemented a stricter "Central Warning Message" process that ensures faster and more effective responses to major breaches of the Code of Conduct. Any local blocking of a supplier is now also reported at the global level, where a central decision is reached as to whether the supplier should be blocked worldwide. This allows us to block suppliers for all organizations within our Company at short notice.

In FY 2024, no violations of human rights were identified or raised by suppliers or their employees. External sustainability audits identified minor violations of human rights clauses in the Code of Conduct for Suppliers; mitigation measures were implemented and tracked by the auditor.

In addition to special procurement programs, we added special assessment criteria targeting human rights for large projects in higher-risk countries to promote awareness of the topic and protect our ability to respond appropriately to potential adverse findings. No significant human rights risks were identified in these projects.

Training

In addition to several on-demand training sessions, global instructor-led training campaigns for selected target groups are currently being conducted on the topic of compliance, including human rights topics. All new employees are trained on our Business Conduct Guidelines (BCG), which include content on human rights. In March 2024, we started a roll-out of a web-based training on the Supply Chain Due Diligence Act (SCDDA) with a target group.

Reporting

Any individual, either inside or outside our Company, can report suspected human rights violations anywhere in the world, either using our **Let Us Know** mechanism or directly reach out to our Ombudswoman in Germany. Let Us Know is managed and operated by a third party on our behalf. It is available in 29 languages and reports can be made anonymously. All reports are forwarded to our headquarters in Germany, tracked in real time in a global Company database, and followed up. Investigations are conducted when appropriate and repeat issues are targeted for remediation. We conduct anonymous Company-wide surveys of employees several times a year to determine whether employees believe that the Company takes appropriate steps to address wrongdoing. We are committed by policy to protect individuals who make good faith reports from any form of retaliation.

Actions and initiatives

In support of Article 35 of the EU Charter of Fundamental Rights, which states that "everyone has the right of access to preventive healthcare and the right to benefit from medical treatment under the conditions established by national laws and practices," we have established Healthcare Access as a focus topic and make a strong commitment to helping people in need. Through Siemens Caring Hands e.V., we continued to support projects in Ukraine and assisted other countries affected by geopolitical circumstances. Additionally, through the same organization, we implemented immediate and mid-term aid measures in response to natural disasters in Afghanistan, Libya, Morocco, and Brazil.

Regarding government regulations, we follow the measures outlined in the German Supply Chain Due Diligence Act, or SCDDA (Lieferkettensorgfaltspflichtengesetz, LkSG). Our Policy Statement describes our human rights strategy and commitment to respect human rights and environment-related obligations. The Policy Statement as well as the Rules of Procedure for the handling of complaints, are available on our ↗ website. The SCDDA risk management process has been defined to identify, evaluate, and prioritize risks related to human rights and environmental obligations for both our business operations and our supply chain. The results of the analysis were reported for the first time in January 2024 and the report was published on our website. In line with the SCDDA, the Managing Board named the Head of Compliance as our Human Rights Officer.

Furthermore, we are monitoring measures addressing supply chain compliance and multilateral efforts in relevant jurisdictions to impose economic sanctions in response to concerns about human rights and forced labor. We aim to be ready and in compliance with these laws and similar measures when they go into effect. We are already preparing for the EU Corporate Sustainability Due Diligence Directive that came into force on July 25, 2024. On May 31, 2024, we also made our first report to the Canadian government under the new Forced Labour in Canadian Supply Chains Act. No violations of the act were noted.

We are an innovator of products and services based on AI. While the use of AI can improve access to healthcare and overcome staff shortages, it also requires a thorough analysis of potential human rights impacts. We are closely monitoring the developments pertaining to the EU regulation on AI (EU AI Act) and other related laws and regulations, and we support the EU AI Act's goals of promoting human-centric and trustworthy AI. Even before the EU AI Act was passed and implemented, some businesses within the Company started to implement the EU's Assessment List of Trustworthy AI (ALTAI) approach on a voluntary basis to ensure that human rights issues such as anti-discrimination and bias in the context of algorithm training are properly managed.

Our commitment to integrity goes beyond compliance with local laws and regulations. Industrial environmental protection, product responsibility, responsible and diversity-oriented personnel management, occupational health and safety management, and supplier commitment to our own high standards will all help to uphold human rights as an integral part of our Company.

Diverse and Engaged Healthineers

Driving an exceptional employee experience

In FY 2024, over 80 percent of our employees worked in a certified Great Place to Work® country.

We continually raise the bar on our employee experience by pushing boundaries, identifying blind spots, and remaining competitive in the market to attract and retain exceptional talent. To achieve this, we listen not only internally, but also externally to what is best in class. The Great Place to Work® (GPTW) certification is an excellent recognition of this effort. In FY 2023, we announced our commitment to fostering a top-tier workplace by achieving this certification in countries representing >80 percent of our workforce by 2025.

To accomplish this, we took a global, data-driven approach to evaluating our initiatives and programs through a comprehensive culture audit and conducted a detailed analysis of each country's results. The audit helped us to identify areas of strength, opportunities for collaboration, and specific actions for improvement. For us, GPTW certification is more than a badge of honor—it is a reflection of our commitment to our people.

Our ongoing efforts to build a culture where appreciation, inclusivity and innovation thrive have contributed to achieving Great Place to Work® Certification in 25 countries in 2024. This represents over 80 percent of our workforce and means that we reached our 2025 goal early. We are committed to fostering an inclusive work culture where everyone can freely showcase their talents, connect with each other, grow together, and share a beautiful future.

The GPTW recognition provides us with a way to communicate that our inclusive culture is keeping pace with talent needs at large, for current and future employees.

Diverse and Engaged Healthineers

Building insights to strengthen inclusion

We believe that the unique identities of our people help us to better represent and create impact for the diverse patients and communities we serve worldwide. This is why we are committed to a work environment that embraces uniqueness, fosters belonging, and supports employees to unleash their full potential.

Understanding the different needs of our workforce is key to this commitment. This year, we extended the Healthineers Forum survey and invited employees to voluntarily share aspects of their personal identities and characteristics. The questions were crafted with respect and inclusivity in mind, and employees were assured of the confidentiality of their responses.

The feedback we received has been invaluable. Employees wholeheartedly shared aspects of their identities, such as gender, caregiver responsibilities, disability, and neurodivergent traits. These insights have helped us better understand the unique segments within our population, enabling us to refine policies, enhance accessibility, and create more tailored recognition programs. This also lays the groundwork for elevating our culture and enhancing the employee experience for all Healthineers.

Self-identification is a transformative step for us—by listening to our people and responding to their needs, we are building an inclusive workplace that enables every employee to thrive.

Diverse and Engaged Healthineers

Amplifying leaders' impact

"The Amplify Program was a transformative experience, combining thought-provoking content with practical tools that helped us lead with greater clarity, purpose, and impact."

Purva W., Amplify 2024 program participant

The Amplify experience was born out of the recognition that a robust, diverse and sustainable pipeline of women talent for leadership roles requires engaging earlier in employees' careers. This program was created in-house, with a focus on supporting women as they progressed upwards in their careers. Our guiding principles were clear: create a safe space to explore the challenges and opportunities of leadership in today's corporate world; develop a tight-knit and empowering community that supported, challenged, and celebrated each other; allow space for growth, reflection, and skill-building; and ultimately, inspire future generations of women leaders to grow far beyond what they imagined possible.

The Amplify journey is built upon a community of multi-layered connection and support. We sorted the 100 participants into ten cohorts, with each cohort accompanied on the journey by two guides—senior women leaders who dive into the deep conversations and guide them along the journey. Each cohort had one senior executive sponsor, a senior leader in the organization who shared their perspectives on leadership, our organization, and living our purpose and values. This resulted in authentic, challenging, and enlightening discussions.

Core to the Amplify journey is the belief that our participants are not broken—this program is not intended to fix anyone—but rather is a space to encourage participants to dive deep into self-reflection to reach greater heights. We purposefully chose to not limit this program to women; 20 percent of our participants were men. The participants grew together, learned from each other, and developed a joint view of the leadership traits necessary to lead Siemens Healthineers into the future. While our first chapter of the Amplify story focused on women in leadership, this program is evergreen, and can be adapted for future chapters that embrace participants of all forms of diversity.

Weaving together foundational beliefs of leadership, while embracing every Healthineer's uniqueness, makes the Amplify journey truly special.

In our inaugural class, we welcomed 100 participants, 16 guides, and 6 executive sponsors. The community was comprised of 99 women and 23 men, participants from 20 countries, and employees representing a cross-section of businesses, functions, and regions.

5.0 Governance for Sustainability

Pages 85–101

Picture features our employees at our Medical Electronics factory in Germany. Our sustainability commitments are underpinned by our robust governance and embedded in our organizational structure, enabling consistent and optimized implementation.

Chapter 5

Governance for Sustainability

Our "we own it" value does not just apply to how we create our products and solutions, but how we build and maintain our structured approach to ethical governance. To sustainably pioneer breakthroughs, and safeguard the reputation, values, and long-term success of the Company, we must remain accountable and continuously improve our practices and policies. We strive to live up to our social responsibility as a transparent and reliable company that acts both conscientiously and innovatively—in other words, sustainably. This is why our sustainability commitments are firmly anchored in our governance.

Our focus

Structure

Our system of governance ensures that responsibility and expertise are embedded in our organizational structure, enabling consistent and optimized implementation. Through clear and defined roles, oversight, and decision-making, our governance structure supports accountability at every level, ensuring that our strategic objectives align with responsible practices.

Compliance

We are dedicated to upholding compliance with internal and external rules and adhering to both national and international requirements. By integrating rigorous standards and implementing key processes across areas of our operations, we proactively manage risks and ensure that our practices consistently meet and even exceed regulatory obligations. This enables us to maintain the highest level of integrity, building trust with stakeholders and reinforcing our reputation as a responsible, compliant organization.

Risk Management

Diligent handling of risks and opportunities is part of our responsible corporate governance and supports our pursuit of sustainable growth and thereby increased company value. We manage risks and opportunities appropriately with our Enterprise Risk Management (ERM) process. The risk management policy is set by the Managing Board. The ERM process aims for early identification and evaluation of, and response to, risks and opportunities that could materially affect the achievement of our strategic, operational, financial, and compliance objectives. This process aims to ensure that the Managing Board and the Supervisory Board are fully informed about significant risks on time. The time horizon within the ERM approach is, as a standard, three years. It is based on a net approach, addressing risks and opportunities remaining after the execution of existing and effective control measures. A detailed description of our Enterprise Risk Management system and process can be found in our ↗ Annual Report.

The Sustainability office is responsible for managing sustainability-related risks and opportunities, and it performs this responsibility in a way that is consistent with the overall policy. Business owners must assess whether processes within their area of responsibility have significant social and environmental impact. Sustainability-related risks and opportunities are tracked in the Enterprise Risk Management tool. Effective control measures are put in place to ensure implementation and risk mitigation.

Our commitment to integrity, fairness, responsibility, and compliance are embedded in the following areas of governance: product quality and safety, global release process, data privacy and cybersecurity, business ethics and compliance, responsible business growth, and clear leadership commitment.

By focusing our governance practices on these critical areas, we are doing our part to advance multiple UN SDGs including SDG 3: Good health and well-being; SDG 8: Decent work and economic growth; SDG 12: Responsible consumption and production; and SDG 16: Peace, justice, and strong institutions.

5.1

Product quality and safety

We operate in a highly regulated market for medical devices and in-vitro diagnostics, navigating a complex landscape shaped by stringent compliance requirements and evolving global standards. In the last five years, a significant increase in updated or new regulatory requirements applicable to our product portfolio was observed (as of the end of FY 2024, we documented more than 60 changes in statutory requirements monthly). An increasing number of horizontal standards and regulations are being established to respond to new digital trends and capabilities, including cybersecurity, data privacy, and artificial intelligence, to ensure that the safety and effectiveness of the products and services are uncompromised.

We believe ensuring regulatory compliance is a non-negotiable priority, essential for the design, manufacturing, and delivery of safe and effective products to our customers. This commitment is part of our broader strategy to harness innovative medical technology, digital transformation, and artificial intelligence to pioneer our breakthroughs.

Our Quality Policy

Our Company's Quality Policy was renewed in FY 2024 to reflect our commitment to quality and a patient-focused approach. It is available in over 200 versions with more than seven languages to honor our diverse cultural backgrounds and the variety of our businesses.

Aligned with our purpose, the Quality Policy focuses on three core elements:

We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

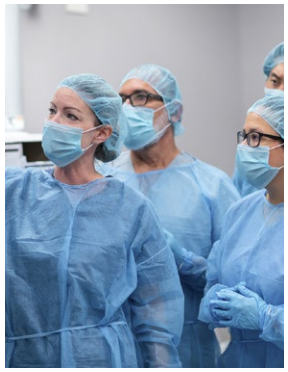
We own quality. Every day. Every one of us.

Our commitment to #QualityEveryday.

We put patients first.

Our shared commitment to quality serves our goal to provide the best possible healthcare to patients everywhere through safe and effective products.

This is at the heart of everything we do.



We drive innovation.

Our product and process excellence redefines healthcare possibilities and makes them accessible worldwide.

Regulatory compliance validates our commitment and ensures that patients, users, and customers trust our quality.

We deliver quality.

Our interactions are based on accountability, openness, respect, and trust. We do not just embrace continuous improvement, we drive it.

Every one of us owns quality and we proudly take responsibility for it.

Quality management systems and regulatory compliance

Healthcare products and related services must meet stringent quality standards set by authorities and regulatory bodies based on the applicable legal, regulatory, and technical requirements of the countries where our products are manufactured, exported, or imported. These requirements protect patients, users, and third parties and ensure that the products and services are applied for their intended use, are not used off-label (which the Company clearly prohibits), and are both safe and effective. Quality management and regulatory compliance are critical to our business, necessitating strict adherence to both international and national regulations across our diverse range of medical and non-medical products and services.

Our manufacturing units are certified according to the international quality management standards described in ISO 13485, which encompasses the entire life cycle of our products, from design and development to disposal. Depending on the product portfolio and target markets, the manufacturing units comply with additional national quality regulations and standards, such as the 21 CFR 820 Quality System Regulation in the U.S., RDC 655 in Brazil, State Council Decree No. 739 of the People's Republic of China, and Ordinance No. 169 in Japan. We distribute our product portfolio to over 180 countries, with each having their own local regulations. This approach is defined in the quality management system (QMS) for our individual manufacturing units. Additionally, our country organizations, which are responsible for sales and service activities, have implemented an integrated management system based on ISO 9001, ISO 14001, and ISO 45001.

Appropriate organizational structures are essential to foster an effective QMS within our organizational units. The head of each organizational unit is accountable for the effectiveness of the QMS, ensuring that quality-related targets are supported and prioritized, and that processes, products, and services align with the principles of the Quality Policy. Quality Heads in each organization drive the effective and efficient implementation and maintenance of the QMS, ensuring compliance with all applicable statutory requirements.

Safety and quality oversight

Our Managing Board and Quality Board are committed to enhancing quality and regulatory compliance by emphasizing customer needs and regulatory standards, establishing our Quality Policy, setting objectives, conducting reviews and audits, and ensuring resource availability. To ensure the effectiveness of our QMSs, we regularly audit our processes using a risk-based approach. Additionally, our units are subject to audits and inspections by authorities and external parties, including the U.S. Food and Drug Administration (FDA), European Notified Bodies, The Medical Device Single Audit Program (MDSAP) recognized auditing organizations, and the National Medical Products Administration (NMPA) in China. The results of the internal and external audits and inspections provide valuable feedback for continuous improvement, guiding necessary corrections and preventive actions.

Our QMSs are continuously updated and reviewed at various management levels based on diverse input sources, such as customer feedback, process performance, and adjustment required by the local, national, or global context. A robust review process enables management to closely monitor product and service processes and implement necessary measures. We review risks and opportunities and consider them in the context of our organization; allocate and manage resources, including training for quality-related activities, and assess the impact of changes on the effectiveness of the QMSs. Relevant results are integrated into the improvement cycles of the affected unit to drive continuous improvement. If necessary, adjustments to the QMS are made through a defined change management process. Our quality mindset and QMSs provide a strong framework for product and service development throughout the whole product life cycle. Our quality management approach is designed to protect patients, users, and third parties, and to ensure that products and services meet the required specifications while implementing sustainable measures.

We provide employee training programs designed to develop skills and ensure adherence to safety and quality processes. We also offer product and application training for our customers' clinical users and technical personnel that integrates safety-related aspects.

Customer satisfaction and continuous monitoring

Customer feedback is crucial for our ongoing improvements. We have established several global programs to systematically gather insights into our customer journeys. Regular surveys and continuous dialogue provide us with a deeper understanding of customer needs and perceptions, enhancing our services and expanding our business.

A key objective is the prompt and compliant evaluation of customer complaints. Our global, standardized complaint handling process ensures systematic recording and processing in a consistent and timely manner. Employees are trained on how to identify, submit, and handle complaints sensitively based on their role and responsibilities. Customer complaints are thoroughly investigated, documented, and addressed according to Company-wide guidelines, with adverse events and field safety corrective actions reported to regulatory authorities as required by local laws. These considerations also influence new developments, ensuring that learning flows back into the product specifications for future production and that systems stay up-to-date.

To measure customer satisfaction and the quality of our partnerships, we use several KPIs, with the Net Promoter Score (NPS) serving as a primary feedback tool. The question "How likely is it that you would recommend Siemens Healthineers to a colleague or business partner?" is integrated in various forms into our customer satisfaction surveys. Insights on overall perception are supplemented with additional programs to collect feedback on, for instance, service level and application training.

We continuously assess customer feedback and address alerts to determine if specific issues require immediate action or further investigation. By integrating this feedback into our comprehensive monitoring processes, we ensure transparency on quality-related matters and uphold rigorous response and action protocols based on the insights we gather.

Product safety and efficacy throughout the product life cycle

To ensure the safety and effectiveness of our products, our manufacturing units adhere to precise process and product requirements, including risk management standard ISO 14971, the IEC 60601, and IEC 61010 series for safety and essential performance, and other relevant international and national standards. Compliance is a critical topic during the product development process, applying standards and maintaining the required documentation of evidence.

The clinical life cycle management process encompasses clinical evaluation, development, investigations, and post-market clinical follow-up. It aligns with applicable regulatory requirements and internal processes such as product life cycle management and product risk management.

To ensure safe use, including aspects like radiation safety and handling of certain substances, our QMSs follow a product risk management process in accordance with ISO 14971. This internal process provides input on both the design and safety of our products. This information is included in our user documentation and labels. For example, if we approach medical products that present specific hazards, such as the emission of X-ray radiation, with appropriate risk mitigation, they can safely offer highly valuable diagnostic information. For that reason, our labeling material contains a description of this radiation and how to protect patients, users, and others from unwanted radiation.

Product related environmental protection throughout the product life cycle

EcoDesign program

Improving environmental performance is also a key consideration in product design and manufacturing at our Company. As part of our global EHS management system, environmental requirements and improved design targets are included in product development. As part of this, we perform Life Cycle Assessments (LCAs) for new products to optimize the environmental aspects over all life cycle phases—from the design, development, manufacture, and use, through to their end-of-life treatment. We are continuing to strengthen our approach in this process, to support the ambitions of the EU Green Deal and prepare for legislative developments such as the EU's Ecodesign for Sustainable Products Regulation (ESPR), which entered into force in July 2024.

In FY 2024, our Company established a new global EcoDesign program to drive improvements in the environmental performance of our products' design, going beyond those achieved already. As part of this program, we align with the Medical Equipment Proactive Alliance (MEPA) criteria launched in May 2024. Based on the "State of Sustainability Research: Medical Imaging Equipment" paper prepared for the Medical Equipment Proactive Alliance by the Global Electronics Council® in 2022, these criteria were developed through a collaborative effort between industry and group purchasing organizations (GPOs)[1)]. This ensured the criteria were science-based and relevant to the goal of reducing the climate, environmental, and social impacts of medical imaging devices.

The MEPA criteria are used to:

- Assist those responsible for public sector tenders (e.g., category managers, public procurement officers, or procurement consultants) to define specific criteria relevant to the specific procurement.
- Provide relevant and responsible stakeholders with a common understanding of and guidance for sustainable/green procurement.

The criteria are divided into four key areas, in line with best practice in sustainability, and can be related to both the sustainability performance of the Company and the sustainability performance of the product. The areas are:

- Climate change mitigation
- Sustainable use of resources
- Use of chemicals of concern
- Social impacts

Chemical management

Our Company utilizes substances of concern in specific products and manufacturing processes. In many cases, these substances are used only in very small quantities, and they often serve essential product functions for which no technical and/or more environmentally sound substitutes are available. Whenever feasible, we replace these substances through design, balancing risks with the benefits for customers and patients. It is therefore essential for our Company to control risks by providing information about product ingredients, using labeling and other measures, and focusing on avoiding these substances in future products.

For this reason, we implemented a chemical management system as part of our EHS management system starting in FY 2006. We systematically onboard suppliers using BOMcheck, an industry collaboration that shares a cloud-based platform to manage supply chain compliance with substance regulations around the world. Our suppliers are asked for substances tracked in the COCIR/BOMcheck List of Restricted and Declarable Substances for Medical Devices. The list is managed by the COCIR EHS Committee and BOMcheck Substance List Working Group and is aligned with the IPC-1752A and IPC-1752B Standard for Materials Declaration Management and the IEC 62474 screening of REACH Candidate List Substances. Suppliers that fail to comply with regulations are either required to improve their practices or, if necessary, relationships are terminated.

We were one of the founding members of the BOMcheck platform. In FY 2024, we added 54 new suppliers to BOMcheck, achieving an 83 percent success rate for BOMcheck closure of new suppliers processed by the Center of Competence at our Company. This share increases to 98 percent when considering the suppliers who declare outside the platform via a template that corresponds to the guidelines and substance regulations of the BOMcheck declaration. For the remaining suppliers, where needed, information is obtained through a self-managed approach of the responsible Business Unit.

Potential upcoming substance restrictions and regulatory changes, assessed during regulatory monitoring as potentially relevant, are tracked internally and made accessible for all relevant internal stakeholders. This tracking guides proactive measures to ensure compliance and readiness for any regulatory updates.

We provide information on product content to individual customers upon request and are consistently working to improve and standardize where possible. As a service for our customers, we provide detailed information about substances of concern in hardware products. This information can be accessed via an internet link. We fulfill all applicable legal obligations, such as notifying "substances of

1) *"Medical Imaging Equipment," Global Electronics Council, June 16, 2022.*

very high concern" (SVHC), to the European Chemicals Agency's SCIP database, where we were part of the pilot user group. Also, correct labeling and the management and provision of material safety data sheets are part of our standard procedures.

For our customers, we provide information on safe and environmentally sound disposal within the user documentation and, where applicable, in the form of safety data sheets. This documentation is available for registered users of our Document Library. For downstream parties such as recycling companies, we provide this information upon request.

Extended producer responsibility

Extended producer responsibility (EPR) is a policy approach under which producers are given significant responsibility—financial and/or physical—for the treatment or disposal of post-consumer products. We take these responsibilities seriously, providing services to take back and refurbish or recycle our used medical devices to extend product life, conserve environmental resources, and protect the environment. We also provide the specific WEEE labels (Waste of Electrical and Electronic Equipment registration number where applicable and symbol for separate collection), user documentation, and disposal instructions in accordance with European Directive 2002/96/EC and all other relevant national and international regulations. We strive to avoid any disposal, if possible, for example by designing waste out of the product and by thoroughly considering the circularity of products (see Chapter 3.2 Circularity).

Market access to healthcare

As one of our new Quality Policy principles, "we drive innovation" is a critical criterion for market access. It demonstrates that quality and process assurance are systematically addressed and comply with all applicable laws and regulations. Regulatory compliance confirms our commitment and ensures that patients, users, and customers trust our quality. For product release, we verify that the product adheres to the relevant laws in the country of the end user. For instance, we have initiated a project to assess and implement the requirements of a new European regulation on artificial intelligence (EU AI Act), which was published in the Official Journal of the EU on July 12, 2024, and entered into force on August 1, 2024.

With about 60 new or modified global regulations and laws affecting our product portfolio each month, we must act quickly to anticipate potential new requirements, assess their impact, and integrate any new stipulations into our processes and products. This is key to ensuring rapid market access for enhanced or new products, thereby safeguarding the health and safety of users, patients, and employees.

We have established an effective process to constantly monitor changes in global regulatory requirements.

5.2

Global release process

As communication in the medtech industry is highly regulated, we must ensure all external communication activities comply with the laws and regulations of countries where product promotion is governed. Our quality management system includes a quality regulation that defines the release process for all communication materials and content that are communicated externally, made available to the public, and related to advertising and promotion of medical devices, services, and/or technology, as regulated by healthcare-related authorities, such as food and drug administrations (e.g., the FDA, NMPA, the European Commission, and/or specific EU member states). The requirements of this regulation are mandatory for all employees and organizational units of Siemens Healthineers.

Our release process follows defined steps for approval and archiving. During the approval phase, the artifacts and the required evidence are assessed by the following designated mandatory approvers:

- **Regulatory approver:** Confirms compliance with local applicable regulatory requirements and ensures that the described product features are covered by the regulatory approval in the respective country according to the submitted specifications
- **Law approver:** Checks the artifact for relevant legal issues. In some countries, this approver also checks content pertaining to additional local legal requirements

Depending on the content of the artifact, additional approvers must be engaged:

- **IP approver:** Checks the artifact for relevant IP issues, such as invention, patent, design, or trademark. IP-related aspects are of special importance if a new (not previously published) device, service, or technology-related technical content is part of the artifact
- **Clinical approver:** Confirms that the analytical claims (in the case of in-vitro diagnostic devices) and/or clinical claims are substantiated with sufficient clinical data (medical devices) or performance data (in-vitro diagnostic devices), and documented in the clinical evaluation report (medical devices) or the performance evaluation report (in-vitro diagnostic devices)

While our quality regulation defines the general rules, each department must implement the requirements in their respective processes. A digital tool supports the global release process of artifacts, ensuring compliance with the defined rules and regulations.

Advertising and promotional material, related feedback, supporting documents, and approvals are stored in one place with a unique identifier to document and archive the complete release process. Access to the tool is restricted to users who have completed the web-based training program. For the release of all artifacts—around 10,000 in FY 2024—the use of the release tool is mandatory.

Quality management at our Company is mandated to ensure compliance with statutory requirements for quality management, national medical devices, and pre- and post-market regulations. To ensure process reliability, all quality-relevant units are audited on a regular basis. The global release process is usually audited annually. If deviations (i.e., non-conformities) are found during the audits, they are documented in the audit report and must be corrected under the supervision of quality management. The audit reports are also made available to the Businesses so they can conduct their own risk assessments.

5.3

Data privacy and cybersecurity

Data privacy

In an increasingly digital world, robust data privacy measures are an important requirement. We are aware of the sensitivity of the personal data entrusted to us and understand that trust and accountability are the basic pillars for responsible data privacy management.

Data privacy organization and policies

We have established a global data privacy organization with a corporate data privacy team headed by the Group Data Privacy Officer. The Group Data Privacy Officer reports regularly to the CEO of Siemens Healthineers AG. The officer is supported by Data Privacy Coordinators and local Data Privacy Officers for our legal entities in the countries worldwide. The corporate data privacy team oversees and manages the policies and standards for data privacy in collaboration with Data Privacy Ambassadors of the responsible Business Units and countries.

Uniform and appropriate standards for the processing of personal data are set out in our global Data Privacy Directive. We expect all employees to handle personal data carefully, responsibly, and confidentially, and to process personal data only in compliance with applicable laws, regulations, and internal requirements. These requirements are also contained in our BCGs, which are binding for all our employees worldwide.

Data exchanges with Group companies of Siemens Healthineers located outside the EU in countries not offering an adequate level of data protection take place in compliance with the General Data Protection Regulation (GDPR) and other applicable laws.

Certified Data Privacy Management System

The Siemens Healthineers Data Privacy Management System describes the principles, measures, responsibilities, processes, and controls we use so that our business activities comply with applicable laws, regulations, and internal commitments to data privacy within the Group. It is independently certified for our global business in accordance with ISO/IEC 27701:2019 as an extension of the ISO/27001:2022 certification for our Cybersecurity Management System. The latest recertification took place in February 2024.

Our employees must regularly participate in various topic-specific data privacy trainings, depending on their scope of responsibility. Participation is continuously monitored across the organization. Further data privacy trainings are offered and tailored to specific employee roles and responsibilities. To further enhance awareness of data privacy, we also address up-to-date data privacy topics through a global Data Privacy Week with a series of central and local events. In 2024, this event took place in March.

All Company processing activities of personal data are documented and reviewed within a central tool. This tool allows us to document compliance with the applicable laws and regulations as well as internal requirements.

Our Data Privacy Management System comprises a framework of controls to ensure the operational implementation across the entire Siemens Healthineers Group. To strive for continuous improvement of our Data Privacy Management System, we conduct a yearly data privacy self-assessment in all Business Units and legal entities focused on compliance with key elements of our Data Privacy Management System. If instances of non-compliance are uncovered, they must be remedied without undue delay. Furthermore, we conduct regular and ad-hoc audits on data-privacy-related topics.

Our suppliers and partners are selected carefully and monitored for their compliance with data privacy requirements. Central data privacy controls are therefore in place.

We have embedded privacy by design and default in our development cycle and related processes. Additionally, we have implemented a global data privacy breach process that provides a central, secure, and, if necessary, anonymous reporting channel that aims to effectively stop and remedy potential breaches and to provide timely notification to authorities and affected parties, if required.

We create transparency by explaining to data subjects why and how their personal data are processed and what their data subject rights are. If data subjects want to execute their rights or send their request for information on how we process their personal data, they can contact the data privacy organization at Siemens Healthineers in various ways.

Cybersecurity

The healthcare sector plays a crucial role in safeguarding the health and well-being of people and is an indispensable pillar of societies and their further development. We are committed to increasing cyber resilience across our supply chain, starting with our suppliers, and extending to our organization and customers, all in pursuit of delivering secure healthcare services for patients.

Ransomware and other cyberattacks potentially disrupt availability and access to healthcare or result in a breach of sensitive patient data and may therefore significantly jeopardize patient care. Devices used in healthcare connect increasingly with a high number of interfaces, through which threat actors might succeed in accessing either a single device or a complete network. Consequently, we expend great effort preventing cyber risks to our healthcare products, solutions, and services.

Cybersecurity organization

Cybersecurity is a dedicated Governance Area appointed by the Managing Board with a centralized organization and regular reporting. Our strategy embeds resources within our Businesses and geographical regions, standardizing processes to continuously enhance security by design in our products and solutions, and our supporting organization. To ensure effectiveness, our compliance risk management system is tailored to address business-specific risks and various local legal requirements.

Cybersecurity Management System

We have implemented a Cybersecurity Management System (consisting of an Information Security and Data Privacy Management System) applicable to the global organization. It is independently certified under ISO/IEC 27001:2022 and extended with ISO/IEC 27701:2019 with the scope of Governance and Assurance for Cybersecurity and Data Privacy. The latest recertification took place in February 2024 and demonstrates our holistic approach to sustainably improving our cyber resilience.

Our BCGs, which every employee is obligated to comply with, contain cybersecurity requirements.

Cybersecurity education

Additionally, all employees are required to participate in an annual cybersecurity awareness training, which covers essential cyber topics. We monitor training completion and take steps to address any overdue training. The course can be completed in a barrier-free (accessible) mode or in an interactive mode in 11 languages. In addition, regular phishing simulations and role-based training are offered throughout the year. We leverage a multifaceted cybersecurity awareness campaign that fosters engagement through interactive in-person events, newsletters, and webinars.

Shaping cybersecurity through partnerships

We continually engage with our customers, regulators, and industry partners to listen, learn, and further shape cybersecurity standards. This is exemplified by our active participation in several key industry organizations like H-ISAC (Health Information Sharing and Analysis Center) and various initiatives. Additionally, our involvement in prestigious working groups such as CISO DAX40 enables us to collaborate with information security leaders from different industries to share best practices and develop robust cybersecurity measures. These partnerships ensure that our practices meet the highest standards of protection and resilience.

To stay ahead of the evolving threat landscape, we are committed to continuously improving the security and resilience of our portfolio. Cybersecurity is an amplifier for sustainability because it maintains the continuity of healthcare services, safeguarding patient data, and promoting long-term operational stability. Our commitment to cybersecurity supports not only our business objectives but also the broader goal of creating a sustainable, safe, and trusted healthcare ecosystem.

We focus strongly on cybersecurity in our organization and in our portfolio to protect our customers and their patients from cyberattacks.

5.4

Apply best business ethics through compliance

As a global company, we operate within the legal frameworks of multiple nations while navigating dynamic political, social, and cultural landscapes. The business environment in which we operate, and its compliance requirements is intricate and continually evolving.

Our Company is committed to upholding integrity and prioritizing global and ethical responsibility as we pursue our business goals. Our extensive presence spans numerous countries, serving a diverse array of customers in both the private and public sectors.

We maintain a zero-tolerance policy toward corruption and any violations of applicable laws or industry associations' codes of conduct. This commitment applies to all our activities, including sales, marketing, clinical trials, and manufacturing.

Our compliance system

To fulfill our role as a responsible and trusted partner of society, we have established a compliance management system that is based on law, the codes of the industry associations to which we belong, our BCGs, and our compliance policies.

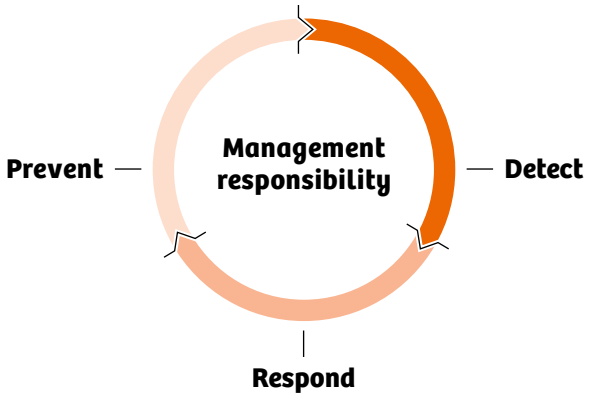
Our compliance management system is designed to ensure that our worldwide business practices comply with internal and external rules including business ethics, and is based on the three pillars of prevention, detection, and response. Overall responsibility for compliance lies with the CEO, and subsequently the Managing Board. In addition, the inclusion of sustainability targets in board members' variable compensation ensures that governance as part of ESG (Environmental, Social, Governance) is a binding target. A comparable level of responsibility for compliance lies with the heads of Business Areas and Functions, and the heads of regions. These parties act as role models in matters of compliance and integrity, setting the right tone to ensure that all employees act appropriately. We exemplify this for our customers, business partners, shareholders, and the global community by fostering a work environment based on trust and collaboration and by adhering to our BCGs.

Our Business Conduct Guidelines provide the ethical and legal framework for our Company, underpinning all our decisions and activities, reflecting our values, and ensuring integrity in business conduct. They outline fundamental principles and rules for behavior within the Company and in interactions with employees, managers, external partners, and the public.

These guidelines are mandatory for the Managing Board and all managers and employees globally. Preventive measures include compliance risk management, the preparation of topic-specific guidelines and procedures, and comprehensive training and consultation for our employees. Reporting mechanisms, such as the and the Ombudswoman, along with thorough and impartial internal investigations, are crucial for detecting and responding to misconduct. Clear procedures and consequences address violations and correct any weaknesses.

To ensure global implementation of our compliance management system in line with our requirements, our internal Audit Organization conducts continuous compliance checks and audits. The global compliance structure of our Company combines strong governance with trained compliance officers. Managers uphold our commitment to compliance by ensuring that business decisions and actions within their areas of responsibility consistently align with applicable laws and with our own policies and principles.

Compliance system



Compliance risk management

To be effective, our compliance management system is adapted to business-specific risks and various local laws. We also use the findings of compliance risk management, compliance controls, and audits to develop measures for further enhancement of the compliance management system.

Early detection of compliance risks (particularly those related to anti-corruption, anti-money laundering, antitrust, data privacy, export control, and human rights and ethics) enables us to make informed decisions on the best ways to avoid or mitigate them. Bottom-up and top-down activities, business processes, and tools are designed and integrated to quickly and consistently identify and respond to potential risk scenarios. Our mandatory compliance risk assessment was conducted across all Business Areas and Zones globally, with assessments scheduled to occur at least every three years. One pillar of the compliance risk assessment is ethical risk assessments, which enable ethical risks to be identified and mitigated. Identified risks are addressed by both local and central measures and reported in the enterprise risk management program, where appropriate. Mitigation measures are promptly implemented. Generally, compliance focus areas have been confirmed as most relevant.

We are in the process of implementing an advanced risk-tracking solution allowing for global insights, trends, and continuous risk monitoring. Additionally, Human Resources and Compliance are planning to introduce an application for submitting conflict of interest reports. This system is designed to provide a more comprehensive and centralized process for users.

Throughout the year, we carry out antitrust risk exposure assessments for countries or Business Areas that have been identified through a risk-based approach by the Chief Compliance Officer, Legal, and the Head of Compliance responsible for the respective Zone of the selected country or the organizational unit. Several antitrust risk exposure assessment workshops for selected countries were conducted in FY 2024.

The Compliance Review Board (CRB) reviews and evaluates the effectiveness of the compliance management system on a regular basis. The CRB is established at the corporate level for Siemens Healthineers AG and for every Zone. It meets each quarter of the Company's fiscal year. Furthermore, our compliance mechanisms are designed to account for any new developments, such as compliance risks associated with new digital business models or unexpected significant events. At the EY Risk Transformation Awards 2024 in Germany, we were honored in the Regulatory Compliance category for developing our Compliance Compass App. This app provides all employees with a simple way to inform themselves about important compliance topics and to quickly get in contact with our compliance officers globally. The app also offers mechanisms to securely report misconduct via our reporting channels and helps to minimize compliance risks.

Cooperation with business partners

Ensuring the integrity of our business partners (e.g., distributors, sales agents, customs clearing agents, consultants, consortium partners, and resellers) is a key aspect of our operations and essential to protecting us from liability and reputational risks. We consistently evaluate, manage, and monitor these relationships throughout their life cycle. Both business partners and suppliers agree to follow the ↗ Siemens Group Code of Conduct for Suppliers and Third-Party Intermediaries.

The management is fully responsible for the proper selection, onboarding, and monitoring of business partners on an ongoing basis and owns the business partner relationship. Governance is handled by Global Partner Management, which operates under the umbrella of Customer Relationship Management Excellence. The Compliance Organization plays a key

role in supporting management to maintain effective partner compliance. To ensure effective management, all decisions about business partner relationships must be transparent, risk-oriented, and based on state-of-the-art due diligence compliance procedures. Depending on the assessed risks and the nature of the relationship, we implement necessary corrective actions. Once due diligence is completed, the ongoing monitoring of business partners is carried out by the relevant Business Unit, utilizing a comprehensive, tool-based auditing and monitoring system. We also enhance our oversight by fully incorporating the business partners from the acquired company Varian into our Business Partner Compliance Tool.

Compliance training

To embed compliance and integrity within the organization, all employees are required to undergo a targeted, risk-based compliance training. These trainings include mandatory in-person and web-based trainings on key compliance topics such as anti-corruption, anti-money laundering, antitrust, data protection, and human rights. Additionally, in alignment with our guiding framework, new hires must complete training on the Business Conduct Guidelines. For new hires, we introduced a mandatory global web-based training featuring a modern storytelling approach. This program is tailored to meet our Company's specific needs and covers all relevant general compliance topics as well as those unique to our Company. The training is available in multiple languages. We also introduced a web-based training on the Supply Chain Due Diligence Act. This is designed for employees who need to be informed about the new law and our internal standards due to their job.

During the COVID-19 pandemic, we conducted a major online live training campaign on antitrust topics. Based on its success, we are now finalizing a web-based version that provides extensive basic knowledge on antitrust. Scheduled for rollout by the end of 2024, this training will reach a broad group of employees and will complement the basic antitrust knowledge that our Compliance Basic Training provides.

In addition to the standard and mandatory training, we also provide additional training material that can be used with target groups and is available on the global learning platform and/or the Intranet pages on the respective compliance-related topics. As a result of the global pandemic, many classroom training programs were converted into virtual learning experiences to enable training to continue. Following the pandemic, we kept both versions: in-person and virtual classrooms. To respond quickly to the demands of virtual formats, we leverage new and modern technologies to create training and awareness content in a fast and agile manner. Whenever possible, we integrate ethical dilemmas into real-life training scenarios that require employees to weigh their decisions in a compliant and ethical way.

Training measures are planned and executed according to regional requirements. A learning management system tracks adherence to mandatory training for designated target groups, with regular updates on employee training progress provided to the management of each unit. We continually modernize and enhance our compliance training program to ensure that relevant topics, information, and training reach employees at the right time.

All Healthineers, whether part-time or full-time, participate in regular training initiatives. Freelancers are also included to the extent permitted due to different local labor laws. However, they must also adhere to the Siemens Code of Conduct for Suppliers and Third-Party Intermediaries. All employees are asked to attend the annual Global Compliance Days, which provide a thorough overview of current compliance and ethical issues. We also encourage all employees to engage with available self-study materials on an annual basis.

Compliance metrics and whistleblowers

We provide robust channels for employees and external parties to report compliance violations. These reports can be made through the Let Us Know reporting system or by contacting our external Ombudswoman. Reports generated through these channels are sent to our Compliance organization for tracking. Misconduct can also be reported directly to compliance officers, HR personnel, or managers.

In FY 2024, there were approximately 157 reported compliance cases that required further fact finding or investigation. The total number of disciplinary actions for compliance violations in the same timeframe was 88. The number of disciplinary actions in a fiscal year may not directly correspond to the number of compliance cases reported during the same period since disciplinary actions are often not

carried out in the year in which the underlying cases were reported or the investigation was completed. Additionally, a single compliance case can lead to several disciplinary measures or none.

Overall, these results indicate that our compliance management system is properly designed and effectively implemented. We consider the number of violations to be commensurate with the nature of our business, the framework in which we operate, and the large number of different geographic regions.

Collective action, ethics, and our integrity initiative

To advance the fight against corruption, promote fair competition, and achieve global sustainable development, a collective effort from multiple stakeholders is essential. We work with various interest groups and possible partners to create fair and equitable market conditions—in other words, a level playing field—for all marketplace participants and to eliminate the temptation of corruption for all concerned. Examples of our collective action include the following:

- We aim to create a fair and ethical business environment in China by working with industry players, such as private and state-owned enterprises (SOE), customers, NGOs, and government authorities, to share compliance strategies, compliance landscapes, and best practices. In FY 2024, more than 20 Compliance Workshops were held with various SOE in China, focusing on best-practices sharing and knowhow exchange. We also participated with Shanghai Administration for Market Regulation in the regulatory process for the Corporate Compliance Management Guideline. According to this Guideline, Collective Action is identified as one of the key measures of effectiveness of corporate compliance programs.

- In response to a request from the German-Chinese Medical Society, we provided training to help them to navigate the Chinese Anti-Corruption Campaign and other complexities.

- In the MEA (Middle East & Africa) zone, we support the Saudi Ministry of Investment Medtech in Kingdom of Saudi Arabia alongside various medtech companies to identify the marketplace's most pressing challenges, suggest solutions based on global best practices, and leverage global experts in areas like laws and regulations. This initiative has resulted in strong communication with governmental stakeholders on health-related policies and legislation healthcare standards in the Kingdom of Saudi Arabia.

- In Poland, we continue to support MedKompas, an initiative of the Polish Chamber for Medical Devices (POLMED). MedKompas provides educational anti-bribery workshops at Polish hospitals free of charge and works to implement compliance systems at healthcare institutions. In addition, it conducted nine online trainings on anti-corruption and ethical issues in Rzeszów, Krapkowice, Przemyśl, Stalowa Wola, and Jarosław, which were attended by around 250 healthcare employees, including hospital directors, hospital management, physicians, and nursing staff. As a result of these training programs, all healthcare facilities declared a willingness to introduce anti-corruption systems. We have already signed agreements to implement the anti-corruption systems with two hospitals. Five additional hospitals will follow. This project was promoted among hospital directors during two of the most important industry events: the XIX Health Care Market Forum in Warsaw and the IX Health Challenges Congress in Katowice.

Our Company and Compliance Team continues to promote integrity, ethical behavior, and the fight against misconduct by continuing our strong membership participation in national and international industry associations that have developed codes of conduct to regulate all aspects of the industry's relationship with healthcare professionals and healthcare organizations. We work to ensure that interactions are always ethical and professional while maintaining the trust of regulators and, most importantly, patients. We adhere to both compulsory and voluntary restrictions, such as the ban of direct sponsorships, and are highly engaged in code-related activities.

With increasing uncertainty and heightened potential for armed conflicts that could disrupt business, traditional compliance, in the sense of abiding by laws, regulations, and internal rules, might sometimes not meet external expectations. Today's society and economy is characterized by dilemma structures as well as win-win situations, promising or blocking advantages. To foster cooperation and provide

guidance in dilemma situations, applying ethics in decision-making can effectively turn such situations into a competitive advantage. To support our continuous efforts to go beyond traditional compliance, we set up a global topic group within Compliance dedicated to ethics, sustainability, human rights, and collective action. By developing training programs (e.g., learning paths on ethics), resources, and tools to identify and navigate complex ethical challenges, the initiative aims to empower our compliance professionals to serve as trusted partners in promoting ethics throughout the Company. Within the group perceived ethical business challenges are discussed and the business may use the group as a sounding board in ethical dilemma situations. The group will also enhance compliance colleagues' ability to effectively communicate ethical expectations and enhance awareness for ethics and ethical leadership across all business functions. Additionally, the group explores the idea of integrating ethics-related competencies into the hiring process.

Fiscal Year 2025 outlook

The compliance activities described above will continue to guide our work in the next fiscal year. Priorities for FY 2025 include further evaluating and automating current processes and continuing to closely monitor capabilities and rapid developments in the field of AI. We strive to provide our Global Compliance Team, as well as employees, with education and support for the compliance-related and ethical questions surrounding AI that our Company will face in the future.

We plan to leverage AI for a "Compliance Chatbot" that will increase efficiency in finding relevant compliance information for all our employees. It will also enhance the quality of advice for our compliance officers using existing assets, such as our Intranet and digital documents. Additionally, we aim to enrich other digital applications with AI to provide a higher level of risk assurance and save time through more focused assessments.

We will continue to strengthen our efforts by identifying potential opportunities to expand access to healthcare within our collective action projects and by further developing our business ethics initiative in support of Human Rights and Collective Action.

To continually develop our compliance management system and learn from our employees' views, we review and respond to feedback from our employees through the Healthineers Forum. We also continue to raise awareness in the areas of diversity and inclusion with the Legal and Compliance Diversity, Equity & Inclusion (LC DE&I) Committee. The DE&I Committee was formed in 2023 within the Siemens Healthineers Legal & Compliance (LC) community and quickly evolved from an early-stage concept to a well-established group that is an integral and permanent part of the LC function. New members were elected for 2024–2025, ensuring diverse representation. The committee provides opportunities for colleagues to advocate for inclusion and progress within the Healthineers community. Key DE&I events in FY 2024 included International Women's Day events, featuring open conversations and surveys on women empowerment and progress, LC conference events, focusing on diversity in Asia and a session on equity and privilege, and the launch of the SHS DE&I internal website, featuring Q&A panels with regional leaders. These events demonstrate the committee's commitment to promoting diversity, equity, and inclusion within the organization.

5.5

Responsibly grow long-term business value

Responsible growth is essential for the long-term success of companies across all industries. For us, this concept extends beyond traditional business objectives to include ever-evolving ethical considerations, social impacts, and fundamental commitments to advancing healthcare. We practice responsible growth by working to align business goals with societal needs and ethical considerations while also generating lasting value for all stakeholders.

As a trusted and innovative partner across the healthcare continuum, we are actively reshaping the healthcare market and contributing to significant advancements in the field. Our Managing Board sets the corporate strategy, with the Corporate Strategy Team playing a crucial role in its development and execution across the global organization. The team identifies new business opportunities and expansion areas, provides market and competitive intelligence, and formulates strategies for mergers and acquisitions. The team ensures that the organization is equipped with essential information needed to make informed decisions and stay ahead of the competition.

Our Corporate Strategy Team utilizes robust frameworks and tools to develop and implement strategies, including comprehensive situation and context analyses and Hoshin Kanri planning to ensure effective execution. With the Hoshin Kanri method, management teams across Business Areas, Regions, Business Horizontals, and Functions set long-term (3-to-5-year horizon) breakthrough targets and short-term (annual horizon) objectives in alignment with the corporate strategy. This approach also integrates our sustainability commitments toward expanding patient impact and reducing environmental impact across the value chain in goal setting.

Breakthrough target owners and their sub-teams collaborate to develop high-level activities and detailed action plans to achieve their goals over time. They work with KPIs, encompassing both financial and non-financial targets, to monitor progress, ensure focus, and maintain transparency and accountability.

Financial targets are set through the annual operating budget planning process in each business. To monitor performance against the budget and define corrective actions in case of deviations, we hold quarterly performance dialogues. Sustainability has been an integral part of these dialogues for over three years, with each Business, Region, and Horizontal reporting its non-financial performance quarterly. This ensures that sustainable practices are properly emphasized alongside financial goals.

We also implement rigorous processes for annual operating plans, portfolio planning, and people strategy, integrating ethical concerns, social impact, and environmental responsibility to drive responsible growth and positively impact the healthcare landscape, while achieving financial success and enhancing business value.

5.6

Clear leadership commitment

Sustainability leadership is not only about direction; it is about fostering a shared vision that crosses boundaries and nurtures collective responsibility. Our sustainability strategy is strongly backed by a leadership commitment to integrate sustainability into the Company's strategy, operations, and decision-making processes. Each pillar of our sustainability strategy is led by senior leaders of the Company, and all Managing Board members have individual targets. This approach enables our leaders to further drive our sustainability agenda as an integral part of their responsibilities and accountabilities. Our corporate sustainability commitments are broken down into contributions from individual units and become part of their individual targets. In this way, these contributions become part of the unit's strategic planning and target setting.

A constructive dialogue within the entire leadership team of our Company and the involvement of numerous Healthineers across all levels and regions of the organization help us focus on what is most important for us as a team. Ongoing teamwork among project members, employees in focus groups, senior leaders, talents, and sustainability experts underscore the passion of the organization for our purpose and sustainability strategy.

Public communication is also an essential tool to draw attention to key sustainability topics and open doors to action. Throughout FY 2024, our Managing Board members emphasized their commitment to our purpose by participating in activities on International Women's Day, World Health Day, and during Breast Cancer Awareness Month through external and internal social media activities, and at events such as the Davos Annual meeting of the World Economic Forum, the Concordia Summit, the PULSE Women Economy Summit, and the World Health Summit.

Within the framework of the partnership with the World Economic Forum, we actively engage on the Global Health Equity initiative, which aims to close health gaps between and within countries and eliminate health disparities globally. We have signed the Zero Health Gaps Pledge, which contains ten commitments in the areas of core strategies, operations, and investments. We also became part of the Global Alliance for Women's Health, with a Managing Board Member, Elisabeth Staudinger, taking on a board member role in this initiative. Furthermore, to increase awareness via public speaking opportunities—including CEO Bernd Montag's panel discussion at Davos on the topic—and active social media coverage, we have also dedicated resources to a Cervical and Breast Cancer project in Zambia and Kenya, which focuses on improving the screening, diagnosis, and treatment processes of cancer care in the area.

We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

6.0 Partnerships

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Picture from our partnership with UNICEF that establishes and strengthens a laboratory system to enable HIV, TB, and cervical cancer testing in sub-Saharan Africa.
Through global and regional partnerships with NGOs, foundations and multi-lateral organizations, we amplify the impact of our efforts across our sustainability pillars.

Chapter 6
Partnerships

Challenges related to healthcare delivery, human equity, and climate change are intrinsically multidisciplinary, cutting across industries, regions, and populations. No organization can solve healthcare and ecological challenges in isolation. Tackling these issues requires holistic thinking to determine how products, services, and systems can effectively work together to create needed change and deliver positive outcomes for patients, communities, and the planet. This is why we seek partnerships with organizations that share our values and offer complementary skills. This is critical to amplifying our impact across our sustainability pillars. We aim to build a diverse ecosystem that comprises global and regional strategic partners including (but not limited to) healthcare organizations (HCOs), non-governmental organizations (NGOs), foundations, United Nations agencies, international financial institutions, and development cooperation agencies.

These partnerships also support our commitment to the UN SDGs, particularly SDG 3: Good health and well-being; SDG 5: Gender equality; SDG 9: Industry, innovation and infrastructure; SDG 10: Reduced inequalities; SDG 12: Responsible consumption and production; and SDG 17: Partnerships for the goals.

Our focus

Our strategic partners share priorities across our sustainability pillars and enable us to harness collective strengths to accelerate positive impact on society and the environment.

Together with our partners, we leverage our expertise, solutions and capabilities to improve healthcare outcomes, build workforce capacities, and strengthen health systems. In our partners, we seek an aligned vision, and we hold ourselves mutually accountable to advance patient outcomes through technology and empowering workforce, and to address resource and infrastructural needs as we seek to transform healthcare delivery.

Management approach

Our global and regional partnership network is embedded in a complex landscape of compliance, regulatory requirements, tax legislation, and intellectual property rights. To effectively manage these factors, while simplifying and standardizing our engagement in projects, we have established processes and tools for partnerships, sponsorships, donations, and collaboration management. This approach mitigates associated risks and regulates roles and responsibilities, approval processes, and administration. Governance for strategic partnerships rests with our External Affairs organization and is binding for all Business Areas and Regional Units worldwide.

Strategic partnership highlights

City Cancer Challenge Foundation

Our partnership with the City Cancer Challenge Foundation aims to improve cancer treatment outcomes and equity by minimizing the time gap from first symptoms to diagnosis. We focus on building foundational skills in diagnostics and radiotherapy professionals and providing access to patient-management technology. Additionally, we help more women attain leadership roles within global health and cancer care sectors. Over the years of our cooperation in cancer treatment, diagnostics, digital health, and patient management, we have jointly driven real progress, such as reducing the time from first symptoms to cancer diagnosis to less than 60 days in the Colombian city of Cali. In early 2024, we expanded the geographical and technological scope of the partnership, building on the existing collaboration to enable more timely cancer diagnosis and treatment, support the planning, development, and implementation of locally led solutions that leverage our expertise in cancer diagnostics, digital health, and radiotherapy.

UNICEF

UNICEF operates in more than 190 countries, advocating for the protection of children's rights to help meet children's basic needs and expand their opportunities to reach their full potential. Since 2022, we have been supporting UNICEF in improving access to healthcare in Ghana and Côte d'Ivoire and protecting children from life-threatening diseases. One way we achieve this is with innovative and easy-to-use technologies that facilitate access to diagnostic procedures (and ultimately live-saving therapies) for tuberculosis and HIV in rural areas. We have already achieved tangible impact with this partnership. In Ghana, the average processing time for test results for tuberculosis and HIV in pregnant women and infants has been reduced from around 90 days to 2–5 days. In Côte d'Ivoire, our collaborative project is establishing and strengthening a laboratory system that will reduce the time from sample collection to diagnosis, enabling HIV, TB, and cervical cancer patients to receive appropriate treatment in a timely manner.

The Global Fund

In late 2023, our Company and the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund) announced a partnership at the World Health Summit to accelerate the use of artificial intelligence (AI) in X-ray screening for tuberculosis (TB), a preventable, treatable, and curable disease, which is the leading infectious disease killer. Finding patients and getting an accurate diagnosis continue to be key obstacles in the fight against TB, a disease which still kills one person every two minutes. Our partnership focuses on the Philippines, which has one of the highest TB burden in the world, accounting for more than seven percent of global cases. Through the partnership, we speed up adoption of AI in chest X-rays to enable more precise, earlier TB diagnosis for a greater number of people. AI also enables trained radiologists who are not on site to read scans, bringing screening to remote areas which were not previously covered.

World Stroke Organization

Strokes kill over 6.5 million people every year and leave millions more with disability and diminished quality of life. In low- and middle-income countries, the growing burden of the disease has a significant negative social and economic impact on individuals, families, and broader society. The World Stroke Organization works to improve stroke prevention, treatment, and rehabilitation, with a vision to build a world where people live free from the effects of stroke. In FY 2024, we announced a two-year partnership to develop an acute stroke workforce and improve treatment and care for stroke, building on a successful program of hands-on workshops aimed at strengthening clinical capacity and driving access to mechanical thrombectomy. By providing healthcare professionals with valuable skills to make timely and informed diagnoses, and equipping healthcare systems with the latest imaging and therapy technologies, this partnership aims to make effective stroke care available to everyone and to lower the global burden of stroke.

AO Foundation

The AO Foundation, established in 1958, is a leading education, innovation, and research organization. It serves a global community of 520,000 surgeons in the field of orthopedic trauma, spine, and craniomaxillofacial surgery. The foundation provides training to more than 80,000 surgeons each year. We have maintained a special relationship with this renowned organization: As an exclusive imaging partner, we have been supporting the training and education provided by AO Foundation since 2007. Our partnership focuses mainly on providing systems—mobile C-arms—for hands-on courses and providing new curriculum and educational concepts for intraoperative imaging, especially for low- and middle-income countries. The partnership has helped in underlining the significance of medical imaging in orthopedic and trauma surgery and enables improvements in practice and performance that leads to better patient outcomes.

Radiology Across Borders

In FY 2024, we continued our partnership with Radiology Across Borders, a global charity based in Australia that focuses on teaching key clinical skills to radiologists, doctors, and medical imaging staff around the world to ensure health professionals have the knowledge and training to save their patients' lives. This collaboration helps us to deliver on our commitment to expand access to care by building capacity amongst healthcare providers and institutions in regions of the world lacking this infrastructure, particularly in the areas of ultrasound, imaging, and mammography. Read more in our story "Empowering communities through radiology".

6.1

Collaboration for innovation

Sustainable, impactful solutions require collaboration, not isolated silos. Success hinges on co-creation and teamwork, and harnessing partnerships to achieve outcomes for patients. Our research collaborations are the cornerstone of our commitment to delivering groundbreaking healthcare innovations. By collaborating with over 2,400 esteemed partners, including renowned medical centers, hospitals, and university hospitals, we foster a dynamic ecosystem of knowledge and expertise. Many of these collaborations span more than a decade. They successfully advance the performance of our products and services and accelerate technology adoption. This global network allows us to engage in approximately **1,350 research and development projects per year**. These trusted partnerships are not just alliances, they are the lifeblood of our AI development process, providing us with critical data, research insights, and diverse perspectives necessary to advance AI in healthcare. These collaborations are supported by a large network of scientists within the organization and are an integral part of our business strategy.

Global Collaboration Network

Patient organizations

Leading clinical institutions

2,400
Collaboration partners worldwide

SHIFT
Innovation Centers

Academic partners

Through these collaborations, we have improved the delivery of high-impact health products and services to the world's poorest countries, advocated for system change to help uninsured and underinsured women overcome systemic barriers to better health outcomes, and worked to address health disparities in BIPOC (Black, Indigenous, and other people of color) communities, including increasing the diversity of donors for the national Be the Match® blood stem cell and marrow donor registry. We also offer scholarships for collaboration partners seeking to enhance their clinical practice skills and support their workforce in obtaining an advanced degree or certification.

Our technical and scientific research collaborations with healthcare organizations or entities that are either publicly funded or are given a research grant from any governmental entity worldwide must observe the **four basic compliance principles: the separation principle, the fair market value principle, the transparency principle, and the documentation principle**. We have established specific bodies, dedicated teams, and roles designed to ensure our collaborations are operated in accordance with applicable regulations and our values (see chart on next page).

The strict internal directive and associated processes are followed in addition to compliance with legal and regulatory requirements, ethical principle corresponding to the Declaration of Helsinki, standards for good clinical practice and clinical investigations that evaluate performance and safety of a medical device or in-vitro diagnostic device.

These clinical investigations are generally handled as "special" collaborations and are managed in close consultation with our Clinical and Regulatory Affairs team.

Basic collaboration principles

Governance

Collaboration Office

> Support of the governance owner (SHS CTO)
  > Define and execute guidelines
  > Monitor compliance with directive
> Organize and lead Collaboration Council and Collaboration Community
> Faciliate and moderate partnerships across Business Units

Strategy

Collaboration Council

> Legal and Compliance
> Collaboration Officers and Collaboration Circle
> Tax
> Intellectual property

Collaboration Council and Collaboration Circle

> Drive customer-focused initiatives
> Improve, implement, and harmonize new guidelines and processes

Operations

Business / Region Head

> Ultimately responsible and accountable for collaborations within their unit

appoints

Business / Region Collaboration Officer

> Aligns collaboration strategy and projects with the Company's strategic direction
> Plans and allocates collaboration resources

leads

Collaboration Team

> Consists of Collaboration Manager, Collaboration Scientist, and Collaboration Administrator
> Execution and documentation of the collaboration project according to the directive

Partnerships

Empowering communities through radiology

According to the World Health Organization, up to 50 percent of the world's population does not have access to essential health services. This underrepresentation is particularly pronounced in rural areas, which struggle with a lack of healthcare specialists, a lack of key equipment like CT scanners and MRI machines, and limited opportunities for expert-led education.

Founded in 2010, nonprofit Radiology Across Borders (RAB) aims to address this gap by training radiologists and other medical professionals in underserved communities globally. It partners with academic entities like the University of British Columbia to offer high-quality, multimedia training programs, such as the International Certificate of Radiology Fundamentals, that meet the specific needs of emerging nations and go beyond standard knowledge transmission.

Siemens Healthineers became a Foundation Partner of RAB in 2016, as the organization was seeking financial support to further its impact. We immediately saw the need for RAB's services, its potential to make a global difference, and how strongly its mission dovetailed with our social responsibility program. In fact, we recently announced the expansion of this partnership for three more years. RAB founder Dr. Suresh de Silva says of this partnership, "this exemplary leadership and support both financially and logistically [are] a large part of why RAB is the success we are today."

RAB has empowered professionals to transform healthcare delivery in their communities, improving triage and treatment and maximizing the capacity of their resources. Equally important, it has offered a blueprint for how organizations and companies can partner with local healthcare systems, working across borders to improve patient care and build a stronger healthcare system in underserved regions.

For more see: ↗ Bringing prenatal diagnostics to life.

> "This exemplary leadership and support both financially and logistically [are] a large part of why RAB is the success we are today."

Dr. Suresh de Silva, founder of RAB, about the partnership with Siemens Healthineers

A.0
Appendix

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A.1 Reporting principles

PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft has provided independent assurance on specific corporate sustainability data outlined in this report. The KPIs that were subject to the limited assurance are described in this section.

Resource Preservation

Greenhouse gas emissions

The principles and methods of the Greenhouse Gas Protocol are applied for calculating the greenhouse gas inventory for Scope 1, 2, and 3. Organizational system boundaries are defined following the operational control consolidation approach. In the operational system boundaries, the reporting year is defined as fiscal year from October to September.

All emissions are expressed in CO_2 equivalents (CO_2e) and cover both carbon dioxide and all other significant greenhouse gases as defined in the Kyoto Protocol (methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride). Secondary emission factors are updated annually; supplier-specific emission factors are requested annually and updated if necessary. Biogenic emissions were assessed as not material and are therefore out of scope.

Given the nature of Scope 3 emissions, it is important to note that comprehensive data availability may present inherent limitations. Unlike operational emissions within Scopes 1 and 2, Scope 3 emissions cannot be entirely measured. They often involve a significant amount of estimated or modeled data based on company-specific assumptions. To ensure the most accurate representation of actual emissions and avoid underestimation, we adopt a conservative approach when handling uncertainties related to future emissions.

Scope 1 and 2 emissions

We report environmental data for continuing operations. For Scope 1 and 2 emissions, data collection is conducted at the most environmentally relevant sites to ensure high accuracy. For sites without consumption data, internal averages for primary and secondary energy consumption per square meter are used for extrapolation, covering 16 percent of total square meters. Fugitive gases were not extrapolated for nonreporting sites. Scope 2 emissions are calculated using both market- and location-based approaches. The market-based approach considers supplier-specific emission factors, including the use of energy attribute certificates.

Scope 3 emissions

Scope 3.1 emissions follow a spend-based approach and comprise emissions from purchased goods and services. These are derived from the model calculation of an external partner. The model classifies our suppliers according to product or service categories and country of supplier and assigns an industry average emission factor. Emission reduction measures of our suppliers are assessed in surveys and are also taken into account.

Scope 3.4 emissions follow a spend-based approach and comprise emissions from upstream logistics and distribution services. These are derived from the model calculation of an external partner. The model classifies our suppliers according to product or service categories and country of supplier and assigns an industry average emission factor. Emission reduction measures at our suppliers are assessed in surveys and are also taken into account.

Scope 3.6 emissions comprise emissions from business travel at Siemens Healthineers. They cover emissions resulting from air travel, as well as ground travel such as rental cars and hotel stays.

Scope 3.11 emissions include energy- and fugitive gas-related emissions from the use phase of sold products over the expected lifetime. For the emissions calculation we consider sales volumes in regional markets and specific product user scenarios. We apply emission factors for electricity consumption from the International Energy Agency (IEA) and for fugitive gas leakages by the Intergovernmental Panel on Climate Change (IPCC). In accordance with the accounting requirements of the Greenhouse Gas Protocol Scope 3 Calculation Guidance, future greenhouse gas emissions over the lifetime are considered. Based on these reporting principles, we calculate our Scope 3.11 emissions. We have started to proactively

collect customer information regarding their specific energy mix used during product operation to ensure the most accurate reflection of emissions associated with our sold products.

Healthcare Access

Patient touchpoints in underserved countries (former methodology)

Underserved countries refers to 90 countries classified by the World Bank as low-income and lower-middle-income economies, plus countries specified by Siemens Healthineers in Africa and those in conflict regions in the Middle East. Touchpoints were calculated using the installed base of Imaging, Advanced Therapy, and Varian equipment, and on the number of laboratory tests sold. Based on available utilization data and expert opinion, the calculation assumed an average of 2,800 touchpoints annually per installed unit of Imaging and Advanced Therapy equipment, and individual patient touchpoints by Varian product groups (400–662 patient touches annually), and an average of 3.6 laboratory tests required for one touchpoint.

Patient touchpoints worldwide, therein patient touchpoints in low- and middle-income countries (revised methodology)

Patient touchpoints worldwide: includes patient touchpoints from all countries, including low-, middle- and high-income countries.

Patient touchpoints in low- and middle-income countries: includes patient touchpoints from 136 countries classified as low-income, lower-middle-income and higher-middle-income.

The revised patient touchpoints calculation uses:

- the installed base of Imaging, Advanced Therapy, and Varian equipment
- the number of laboratory and point of care tests sold
- the number of workflows of software solutions
- the number of patient footfalls treated in various facilities and active users on treatment systems for digital oncology patients

Based on available utilization data, the calculation logic applies the following:

- Per installed unit of Imaging, Advanced Therapy, and Varian equipment, it applies a modality (e.g., magnetic resonance imaging, computed tomography, X-ray, molecular imaging, ultrasound, angiography systems, mobile C-arms, radiation oncology) and geography (e.g., region) specific average of the number of touchpoints annually. The average is calculated based on actual system usage over a period of time
- For laboratory and point of care, it applies a testing discipline (e.g., immuno-chemistry, hematology, coagulation, urinalysis, blood gas analysis, molecular, antigen, PCR, and antibody) and geography (e.g., region) specific average of the number of tests required for one touchpoint
- For Imaging and Advanced Therapy systems, adjustments are made to the number of software solution workflows considered to avoid double counting the usage

Healthcare workforce education and training

The KPI measures the number of training hours per fiscal year that Siemens Healthineers conducts or facilitates for external healthcare professionals. The healthcare workforce target population includes a variety of clinical, technical, and operational roles that contribute to the operation of healthcare facilities and the delivery of high-quality patient care.

The total number of training hours delivered is tracked and reported using various data sources such as SAP and Learning Management Systems. It is possible to break it down by training type, region, and business area to ensure comprehensive measurement. Regarding the training type, the commitment is based on four categories:

- Application training provided onsite or remotely
- Self-paced online learning
- Training events provided virtually or face-to-face (e.g., classroom and lectures)
- Simulation-based training (focused on equipment or clinical procedure simulation)

Diverse and Engaged Healthineers

Women in senior management roles

The term senior manager as reference to a specific group of managers is not uniformly defined but varies from company to company. At Siemens Healthineers, it refers to positions that have a particularly high level of responsibility and decision-making authority and are crucial to the Company's success. Two aspects are considered when filling these positions: the importance of the position within the Company and the candidate's profile. The position should have a significant strategic role in the Company's own organization, provide a substantial amount of autonomy and freedom to make decisions, and focus heavily on mid- and long-term thinking. Candidates are expected to demonstrate their contribution to Siemens Healthineers Strategy, be committed to running a sustainable business, and be able to fulfill the requirements of Siemens Healthineers Leadership Model. Depending on the role (Business Manager, Project Manager, or Function or Key Expert), the weighting may vary.

Employee engagement

The Employee Engagement Index is calculated by an independent third-party provider. It is the average score of the following questions measured on a zero to ten scale:

- How likely is it you would recommend Siemens Healthineers as a place to work?
- How likely is it you would recommend Siemens Healthineers products or services to others?
- If you were offered the same job at another organization, how likely is it that you would stay with Siemens Healthineers?
- Overall, how satisfied are you working at Siemens Healthineers?

The engagement score is calculated by averaging each employee's overall score, which is based on the average of each employee's latest score per engagement question. The index determines the employee engagement level or percentile rank within the healthcare sector benchmark.

External recognition

The Great Place To Work certification® recognizes organizations that excel in providing a positive work environment for their employees. The certification reflects our commitment to acting as one company, creating a supportive and equitable work environment and continuing to build our inclusive culture. These efforts enhance employee well-being, satisfaction, and motivation, ultimately boosting productivity and strengthening our reputation as an employer of choice. Certification is an annual two-step process that includes surveying employees (Trust Index™) and completing a questionnaire about the workforce (Culture Brief) in all participating countries. Great Place to Work® grants certification when more than 65 percent of survey participants in a country agree that it is a great place to work, with certain countries, such as Brazil, Belgium, and China, requiring a higher threshold of 70 percent in agreement with this statement. All Siemens Healthineers' locations with more than ten employees can participate, excluding embargoed countries. A country's final participation is determined at the beginning of each fiscal year, based on the annual sustainability target set and strategic priorities for the organization. Progress toward 'External Recognition' is monitored throughout the fiscal year, with a final calculation through the sum of percentages of employees each certified country represents at the end of the fiscal year (September 30, 2024).

A.2

Longlist of sustainability indicators

Due to rounding, numbers may not add up precisely to the totals provided. The sustainability indicators include the Business Area Varian from FY 2022 onward; all prior-year figures are reported without Varian, unless explicitly stated otherwise. To reflect the organizational setup from Siemens Healthineers as of FY 2023, the regional split was adjusted accordingly.

In regard to employee data, sub-categories may not always add up to the total number due to the non-consideration of non-consolidated companies. The age-cluster in this category was revised.

							As of FY 2022 including Varian			
Non-financial indicators	**Scope**	**Fiscal year Sept. 30**	**Unit**	**FY 19**	**FY 20**	**FY 21**	**FY 22**	**FY 23**	**FY 24**	**Targets**
Healthcare access										
Patient Touchpoints (former methodology)[1)]	90 underserved countries	Fiscal year	Million patient touchpoints	172	147	174	212	221	224 ✓	
Patient Touchpoints (revised methodology)	Worldwide	Fiscal year	Million patient touchpoints	n/a	n/a	n/a	n/a	n/a	2,680 ✓	3,300 (FY 30)
Patient Touchpoints (revised methodology)	In low- and middle-income countries (LMIC)[2)]	Fiscal year	Million patient touchpoints	n/a	n/a	n/a	n/a	n/a	974 ✓	1,250 (FY 30)
Healthcare workforce education and training	Total	Fiscal year	Million hours of training	n/a	n/a	n/a	n/a	n/a	4.0 ✓	6 (FY 30)

1) *In the Sustainability Report 2023, this indicator was referenced as "Access to healthcare".*
2) *Refers to 136 countries classified by the World Bank as low-income, lower-middle-income and higher-middle-income economies.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Innovation										
R&D employees	Total	Fiscal year	No.	7,491	7,983	8,154	10,157	13,074	13,276	
Granted patents[3)]	Total	Sept. 30	No.	13,607	13,471	13,737	15,160	15,850	16,164	
Combat climate change by reducing emissions										
Scope 1 – Direct GHG emissions[4)]	Total	Fiscal year	kt CO_2e	138	105	106	130	133	116	✓
	thereof by natural gas	Fiscal year	kt CO_2e	63	48	46	46	45	38	
	thereof by fugitive gases	Fiscal year	kt CO_2e	14	5	5	16	23	15	
	thereof by other energy carriers	Fiscal year	kt CO_2e	0.2	0.2	0.4	0.1	0.6	0.4	
	thereof by fleet	Fiscal year	kt CO_2e	60	52	54	67	64	62	
Scope 2 – Energy indirect GHG emissions[4)]	Total (market-based)	Fiscal year	kt CO_2e	60	36	40	55	47	30	✓
	thereof electricity (market-based)	Fiscal year	kt CO_2e	54	26	34	50	40	22	
	thereof district heating (market-based)	Fiscal year	kt CO_2e	7	10	6	6	7	9	
Scope 2 – Energy indirect GHG emissions	Total (location-based)	Fiscal year	kt CO_2e	185	203	206	203	190	193	✓
	thereof electricity (location-based)	Fiscal year	kt CO_2e	167	181	183	185	177	185	
	thereof district heating (location-based)	Fiscal year	kt CO_2e	18	22	23	18	13	9	

[3)] *The reported figures from FY 2019 and FY 2020 cover granted patents and registered utility models. As of FY 2021, only granted patents are reported.*
[4)] *See page 46 for recalculated comparable baseline year.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Scope 3 – Other indirect GHG emissions[5]	Total	Fiscal year	kt CO_2e	2,907	2,868	3,362	4,305	3,836[6]	3,800 ✓	2,695 (FY 30)
	thereof purchased goods and services	Fiscal year	kt CO_2e	1,517	1,533	1,886	2,326	2,048[6]	1,983 ✓	
	thereof upstream transport and distribution	Fiscal year	kt CO_2e	296	329	377	590	380	305 ✓	
	therein air transport	Fiscal year	kt CO_2e	182	228	246	337	190	136	
	therein road transport	Fiscal year	kt CO_2e	110	93	122	248	178	156	
	therein ocean transport	Fiscal year	kt CO_2e	4	9	9	5	11	7	
	thereof business travel w/o radiative forcing	Fiscal year	kt CO_2e	73	38	22	46	75[6]	84 ✓	
	thereof use of sold products	Fiscal year	kt CO_2e	1,021	968	1,077	1,343	1,362[6]	1,429 ✓	
Scope 3 – Other indirect GHG emissions	Total with consideration of radiative forcing for business travel	Fiscal year	kt CO_2e	3,005	2,921	3,386	4,363	3,899[6]	3,840	
	Business travel with radiative forcing	Fiscal year	kt CO_2e	171	91	46	104	109[6]	124	
Scope 1 + 2 GHG emissions[7]	Total	Fiscal year	kt CO_2e	198	141	145	185	180	147 ✓	25 (FY 30)
GHG emissions intensity (emissions per revenue)	Scope 1 and Scope 2	Fiscal year	kt CO_2e / million EUR	0.01	0.01	0.01	0.01	0.01	0.01	
GHG emissions intensity (emissions per revenue)	Scope 3	Fiscal year	kt CO_2e / million EUR	0.21	0.20	0.20	0.20	0.18[6]	0.17	
Number of charging poles on company ground	Total	Sept. 30	No.	n/a	n/a	277	346	415	1,016	

[5] *See page 48 for recalculated comparable baseline year.*
[6] *Adjustment of FY 2023 value due to updated calculation methodology.*
[7] *See page 46 for recalculated comparable baseline year.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Energy consumption: Primary energy	Total	Fiscal year	1,000 gigajoules	1,081	904	859	871	803	759	
	therein gas and liquid gas	Fiscal year	1,000 gigajoules	1,044	888	836	849	800	754	
	therein gas from renewable sources	Fiscal year	1,000 gigajoules	n/a	n/a	n/a	0	0	0	
	therein fuel oil, gasoline, diesel	Fiscal year	1,000 gigajoules	37	3	5	3	4	4	
Energy consumption: Secondary energy	Total	Fiscal year	1,000 gigajoules	1,566	1,614	1,632	1,830	1,809	1,880	
	therein electricity (total)	Fiscal year	1,000 gigajoules	1,386	1,450	1,424	1,620	1,636	1,709	
	therein electricity from renewable sources	Fiscal year	1,000 gigajoules	505	1,253	1,201	1,295	1,257	1,529	
	therein district heating	Fiscal year	1,000 gigajoules	180	164	207	210	173	171	
Renewable energy use[8)]	Total	Fiscal year	1,000 gigajoules	579	616	625	1,295	1,257	1,529	
Non-renewable energy use	Total	Fiscal year	1,000 gigajoules	2,068	1,902	1,866	1,405	1,355	1,126	
Volatile organic compounds	Total	Fiscal year	Metric tons	43	41	35	33	35	32	
Ozone depleting substances	Total	Fiscal year	Metric tons (R11 equivalent)[9)]	0.06	0.05	0.01	0.01	0.02	0.00	

Transform toward a circular economy

Life Cycle Assessments Full scale LCA	Total	Fiscal year	No.	7	11	16	21	44	51	
Life Cycle Assessments Screening LCA	Total	Fiscal year	No.	50	56	49	45	49	49	
Total LCA (Full scale & screening)	Total	Fiscal year	No.	57	67	65	66	93	100	
Environmental Product Declarations (EPD)	Total	Fiscal year	No.	49	55	49	52	61	69	

[8)] *As of FY 2022 considering renewable energy certificates.*
[9)] *R11 equivalent measures ozone depletion potential.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Additional environmental KPIs										
Waste[10)]	Total	Fiscal year	1,000 metric tons	22.3	44.6	25.3	29.7	35.8	28.8	
	thereof non-hazardous waste – total	Fiscal year	1,000 metric tons	18.5	21.8	21.9	26.0	25.8	23.9	
	recycled and recovered	Fiscal year	1,000 metric tons	n/a	n/a	18.6	22.5	22.3	21.3	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	16.6	15.9	16.1	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	5.9	6.5	5.2	
	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	3.3	3.5	3.4	2.6	
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	2.6	2.6	2.0	
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.9	0.8	0.6	
Share of recycled and recovered non-hazardous waste	Recycled and recovered non-hazardous waste	Fiscal year	% of total non-hazardous waste	n/a	n/a	85%	87%	87%	89%	
Waste	thereof hazardous waste – total	Fiscal year	1,000 metric tons	3.3	4.0	3.1	3.0	3.5	3.7	
	recycled and recovered	Fiscal year	1,000 metric tons	2.1	2.2	1.9	1.8	2.5	2.8	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.6	2.2	2.6	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.2	0.3	0.2	
	disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	1.3	1.8	1.2	1.1	1.0	0.9	
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	0.0	0.0	0.0	
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.1	1.0	0.8	
Share of recycling in hazardous waste	Recycled hazardous waste – total	Fiscal year	% of total hazardous waste	64%	55%	62%	63%	72%	77%	

[10)] *As of FY 2022 detailed breakdown of waste metrics is reported.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Waste	thereof construction waste	Fiscal year	1,000 metric tons	0.5	18.8[11)]	0.3	0.8	6.6[12)]	1.2	
	recycled	Fiscal year	1,000 metric tons	n/a	n/a	0.2	0.4	6.2	1.1	
	landfill	Fiscal year	1,000 metric tons	n/a	n/a	0.1	0.4	0.4	0.1	
Share of recycled and recovered construction waste	Recycled and recovered construction waste	Fiscal year	% of total construction waste	n/a	n/a	55%	48%	95%	91%	
Waste	Total w/o construction waste	Fiscal year	1,000 metric tons	21.8	25.8	25.0	28.9	29.2	27.6	
	thereof waste (w/o construction waste) for disposal (landfill, other, chemical, and physical)	Fiscal year	1,000 metric tons	n/a	n/a	4.5	4.6	4.4	3.5	
	for disposal to landfill	Fiscal year	1,000 metric tons	n/a	n/a	n/a	2.7	2.6	2.0	
	for disposal to other, chemical, and physical	Fiscal year	1,000 metric tons	n/a	n/a	n/a	1.9	1.8	1.4	
	thereof recycled and recovered waste (w/o construction waste)	Fiscal year	1,000 metric tons	17.7	21.2	20.5	24.3	24.8	24.1	
	for material recycling	Fiscal year	1,000 metric tons	n/a	n/a	n/a	18.3	18.1	18.7	
	for energy recovery (thermal)	Fiscal year	1,000 metric tons	n/a	n/a	n/a	6.0	6.7	5.4	
Material recycling rate	Material recycled waste	Fiscal year	% of total waste (w/o construction)	n/a	n/a	n/a	63%	62%	68%	
Share of material recycling in recycling	Material recycled waste	Fiscal year	% of recycled waste (w/o construction)	n/a	n/a	n/a	75%	73%	78%	
Disposal rate	Waste to landfill	Fiscal year	% of total waste (w/o construction)	n/a	n/a	18%	9%	9%	7%	
Recycling rate	Recycled waste	Fiscal year	% of total waste (w/o construction)	81%	82%	82%	84%	85%	87%	

[11)] *Reason for increase: Building extension at one of our sites.*
[12)] *Increase due to relocation of manufacturing sites and product lines.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Water withdrawal[13)]	Total	Fiscal year	Million cubic meters	1.14	1.14	1.16	1.28	1.33	1.42	
	thereof surface water	Fiscal year	Million cubic meters	0.00	0.00	0.00	0.00	0.01	0.00	
	thereof groundwater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.25	0.26	0.31	
	thereof 3rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	1.03	1.06	1.11	
	thereof other sources	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	0.00	
	withdrawals in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.16	0.17	0.36	
Share of water withdrawals in water-stressed areas	Withdrawals in water-stressed areas	Fiscal year	% of total withdrawals	n/a	n/a	n/a	12%	13%	26%	
Water consumption	Total	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.22	0.26	0.25	
	consumption in water-stressed areas	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.01	0.03	
Discharge	Total	Fiscal year	Million cubic meters	1.11	1.08	1.14	1.05	1.05	1.15	
	thereof surfacewater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	0.00	
	thereof groundwater	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	0.00	
	thereof 3rd party water	Fiscal year	Million cubic meters	n/a	n/a	n/a	1.05	1.05	1.15	
	therein sanitary wastewater	Fiscal year	Million cubic meters	0.56	0.55	0.54	0.62	0.65	0.77	
	therein manufacturing processes	Fiscal year	Million cubic meters	0.19	0.19	0.19	0.20	0.25	0.22	
	therein other (including losses)	Fiscal year	Million cubic meters	0.31	0.29	0.35	0.13	0.05	0.06	
	therein cooling water discharged as wastewater	Fiscal year	Million cubic meters	0.04	0.06	0.07	0.11	0.12	0.12	
	thereof other	Fiscal year	Million cubic meters	n/a	n/a	n/a	0.00	0.00	0.00	
Discharge	Cooling water (returned unchanged)	Fiscal year	Million cubic meters	0.00	0.00	0.00	0.00	0.00	0.00	
Sites with implemented water strategy	Total	Sept. 30	No.	n/a	n/a	n/a	45	57	63	

[13)] *As of FY 2022 detailed breakdown of water metrics.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Rate of sites with water strategy	Total	Fiscal year	% of sites	n/a	n/a	n/a	80.3%	92.0%	100.0%	
Environment-related incidents[14]	Total	Fiscal year	No.	n/a	n/a	n/a	4	0	0	
Number of relevant (= reported) sites	Total	Total	No.	n/a	35	36	56	62	63	
Sites with EHS management system certified to ISO 14001:2015	Total	Total	No.	20	30[15]	30	31	37[16]	39	
Internal EHS audits	Total	Total	No.	17	14	13	11	13	23	
Expand diversity, equity, and inclusion										
Number of employees	Total	Sept. 30	No.	52,018	54,276	55,526	69,470	71,035	72,253	
	EMEA	Sept. 30	% Share of total employees	45%	45%	45%	42%	42%	43%	
	Americas	Sept. 30	% Share of total employees	29%	29%	29%	30%	28%[17]	28%	
	Asia-Pacific and Japan	Sept. 30	% Share of total employees	n/a	n/a	n/a	17%	17%	18%	
	China	Sept. 30	% Share of total employees	n/a	n/a	n/a	11%	11%	11%	
	Workers (Blue-collar)	Sept. 30	% Share of total employees	13%	13%	13%	11%	11%	10%	
	Officer (White-collar)	Sept. 30	% Share of total employees	87%	87%	87%	89%	88%	89%	

[14] *New definition as of FY 2022.*
[15] *New calculation based on Cority sites as of FY 2020.*
[16] *Value adjusted as of FY2023 to include Varian.*
[17] *Region highly affected by non-consideration of non-consolidated companies in FY 2023.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
	age < 30 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	14%	13%	13%	
	age 30 – 50 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	61%	61%	62%	
	age > 50 total	Sept. 30	% Share of total employees	n/a	n/a	n/a	25%	25%	24%	
	age < 30 EMEA	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	12%	12%	11%	
	age 30 – 50 EMEA	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	59%	60%	61%	
	age > 50 EMEA	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	29%	28%	28%	
	age < 30 Americas	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	10%	9%	9%	
	age 30 – 50 Americas	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	53%	54%	54%	
	age > 50 Americas	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	37%	37%	37%	
	age < 30 Asia-Pacific and Japan	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	25%	26%	25%	
	age 30 – 50 Asia-Pacific and Japan	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	64%	65%	65%	
	age > 50 Asia-Pacific and Japan	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	11%	10%	10%	
	age < 30 China	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	14%	12%	11%	
	age 30 – 50 China	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	82%	83%	84%	
	age > 50 China	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	4%	5%	5%	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24		Targets
Number of employees nationalities	Total	Sept. 30	No.	120	128	129	140	143	144		
Average age employees	Total	Sept. 30	No.	42	42	42	42	42	42		
Female employees	Total	Sept. 30	No.	15,724	16,517	17,112	21,754	22,417	23,067		
	Total	Sept. 30	% Share of employees	30%	31%	31%	31%	32%	32%		
	EMEA	Sept. 30	% Share of total employees in region	29%	30%	30%	30%	31%	31%		
	Americas	Sept. 30	% Share of total employees in region	34%	34%	34%	34%	34%	35%		
	Asia-Pacific and Japan	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	30%	31%	32%		
	China	Sept. 30	% Share of total employees in region	n/a	n/a	n/a	31%	31%	32%		
Employees in management positions	Total	Sept. 30	No.	5,925	6,303	6,565	8,250	8,531	8,684		
	therein female employees	Sept. 30	No.	1,327	1,450	1,588	2,095	1,911	2,376		
Women in senior management roles	Total	Sept. 30	% Share of total senior management	16%	17%	20%	23%	25%[18]	30%[19]	✓	30% (FY 25)
Number of disabled employees	Germany	Sept. 30	No.	744	765	768	730	814	840		
Advance our people											
Employee engagement index	Total	Fiscal year	Positioning versus benchmark	n/a	Top 25%	Middle range	Top 25%	Top 10%	Top 10%	✓	Top 25%
Employees with permanent working contract	Total	Sept. 30	No.	47,889	49,808	50,801	64,576	66,077	67,583		

[18] *The FY 2023 women in senior management KPI was calculated based on the status of the incumbent, which categorizes individuals as senior management according to their role designation.*
[19] *In FY 2024, the women in senior management KPI reflects a revised definition of senior management. Under the new Global Job Architecture framework, this metric is now position-based, counting only roles designated as Senior Management according to the criteria that define the Senior Management positions.*

							As of FY 2022 including Varian			
Non-financial indicators	**Scope**	**Fiscal year Sept. 30**	**Unit**	**FY 19**	**FY 20**	**FY 21**	**FY 22**	**FY 23**	**FY 24**	**Targets**
Employees newly hired	Total	Fiscal year	No.	5,810	5,217	5,620	9,916	7,574	7,134	
	thereof EMEA	Fiscal year	% Share EMEA new hires to total new hires	38%	40%	36%	32%	27%	35%	
	thereof Americas	Fiscal year	% Share of Americas new hires to total new hires	28%	29%	30%	32%	33%	28%	
	thereof Asia-Pacific and Japan	Fiscal year	% Share of APJ new hires to total new hires	n/a	n/a	n/a	26%	32%	29%	
	thereof China	Fiscal year	% Share of CHN new hires to total new hires	n/a	n/a	n/a	10%	8%	8%	
	Female employees – total	Fiscal year	% Share of female new hires to total new hires	36%	35%	35%	36%	38%	39%	
	thereof EMEA	Fiscal year	% Share of female new hires in EMEA	36%	35%	40%	33%	44%	38%	
	thereof Americas	Fiscal year	% Share of female new hires in Americas	37%	38%	35%	38%	30%	39%	
	thereof Asia-Pacific and Japan	Fiscal year	% Share of female new hires in APJ	n/a	n/a	n/a	35%	41%	40%	
	thereof China	Fiscal year	% Share of female new hires in CHN	n/a	n/a	n/a	41%	38%	43%	
Employee exits	Total	Fiscal year	No.	3,767	3,539	4,407	6,622	6,335	5,985	
	thereof decision employee	Fiscal year	No.	2,118	1,721	2,562	3,765	3,308	3,180	
	thereof other reasons (= not decision employee)	Fiscal year	No.	1,649	1,818	1,845	2,857	3,027	2,805	
	therein dismissals (part of other reasons)	Fiscal year	No.	583	627	368	647	1,081	1,039	

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24		Targets
Employees holding own company stocks	Total	Sept. 30	No.	24,353	27,087	28,807	28,675	36,350	37,279		
Number of employees	Germany	Sept. 30	No.	13,653	14,211	14,462	17,586	18,211	18,365		
Employees with collective bargaining agreement[20]	Germany	Sept. 30	No.	13,319	13,870	14,118	12,991	13,598	13,760		
Contractually agreed weekly working hours	Total	Sept. 30	No. (average)	39.4	39.4	39.4	39.7	39.5	39.0		
	EMEA	Sept. 30	No. (average)	37.7	37.7	37.7	37.9	37.3	37.3		
	Americas	Sept. 30	No. (average)	40.6	40.6	40.6	40.5	40.6	40.5		
	Asia-Pacific and Japan	Sept. 30	No. (average)	n/a	n/a	n/a	42.6	42.6	42.6		
	China	Sept. 30	No. (average)	n/a	n/a	n/a	40.0	40.0	40.0		
Apprentices	Total	Fiscal year	No.	652	554	614	585	705	797		
Apprentices and dual students	Germany	Fiscal year	No.	516	421	436	434	466	538		
	thereof for third parties	Fiscal year	No.	4	5	3	2	1	0		
	thereof internally	Fiscal year	No.	512	416	433	432	465	538		
	therein new apprentices	Fiscal year	No.	132	142	126	148	185	205		
Spent on employee training	Total	Fiscal year	Million EUR	72	57	59	79	87	83		
Spent on employee training per employee	Total	Fiscal year	EUR	1,384	1,050	1,063	1,159	1,238	1,164		
Number of training hours	Total	Fiscal year	No. (million)	n/a	2.7	1.7	2.1	2.2	2.1		
Average training hours per employee	Total	Fiscal year	No.	n/a	38	31	31	31	30		
Number of employees in countries certified as Great Place To Work	Total	Fiscal year	% Share of employees	n/a	n/a	n/a	n/a	32%[21]	83%[22]	✓	> 80% (FY 25)

[20] *Not including Varian.*
[21] *Value adjusted to represent reporting period FY 2023.*
[22] *FY 2024 reporting period.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Number of employees involved in Employee Resource Groups and Innovation Networks	Total	Fiscal year	% Share of employees	n/a	n/a	n/a	n/a	n/a	10%	20% (FY 30)
Volunteering	Total	Fiscal year	No. (hours volunteered)	n/a	n/a	n/a	n/a	n/a	6,097	100,000 (FY 30)
Occupational health and safety										
Fatalities – work related	Total	Sept. 30	No.	n/a	0	0	0	0	0	
	therein contractors	Sept. 30	No.	0	0	0	0	0	0	
	therein temporary workers	Sept. 30	No.	n/a	0	0	0	0	0	
	therein Siemens Healthineers employees	Sept. 30	No.	0	0	0	0	0	0	
Fatality rate	therein temporary workers	Sept. 30	No.	n/a	0	0	0	0	0	
	therein Siemens Healthineers workers	Sept. 30	No.	0	0	0	0	0	0	
Working hours	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Million h	n/a	n/a	134.2	157.4	167.0[23)]	179.0	
	thereof Siemens Healthineers employees	Sept. 30	Million h	98.4	103.0	112.7	132.2	141.6[23)]	143.8	
	thereof temporary workers	Sept. 30	Million h	n/a	n/a	21.5	25.2	25.4[23)]	35.2	
Lost time injuries[24)]	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	232	222	226[23)]	204	
	therein Siemens Healthineers employees	Sept. 30	No.	179	145	211	211	217[23)]	196	
	therein temporary workers	Sept. 30	No.	n/a	n/a	21	11	9[23)]	8	

[23)] *Correction of FY 2023 value.*
[24)] *As of FY 2024 including CTSI Oncology Solutions.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Lost time injury frequency rate (LTIFR)[25]	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	0.3	0.3	0.3[26]	0.2	
	therein Siemens Healthineers employees	Sept. 30	Lost time injuries per 200,000 working hours	0.4	0.3	0.4	0.3	0.3	0.3	
	therein temporary workers	Sept. 30	Lost time injuries per 200,000 working hours	n/a	n/a	0.2	0.1	0.1[27]	0.1	
High-consequence work-related injuries (excluding fatalities)[25]	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	n/a	33	24[26]	24	
	therein temporary workers	Sept. 30	No.	n/a	n/a	n/a	0	0	1	
High-consequence injuries rate[25]	therein Siemens Healthineers employees	Sept. 30	High-consequence injuries per 200,000 working hours	n/a	n/a	0.02	0.05	0.03[26]	0.03	
	therein temporary workers	Sept. 30	High-consequence injuries per 200,000 working hours	n/a	n/a	0.00	0.00	0.00	0.01	
Recordable injuries (LTC + RWC + MTC + fatalities)[25]	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	No.	n/a	n/a	487	401	407[26]	376	
	therein Siemens Healthineers employees	Sept. 30	No.	n/a	n/a	428	378	390[26]	364	
	therein temporary workers	Sept. 30	No.	n/a	n/a	59	23	17[26]	12	

[25] *As of FY 2024 including CTSI Oncology Solutions.*
[26] *Correction of FY 2023 value.*
[27] *Excluding CTSI Oncology Solutions.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Total recordable injury rate[28]	Total (Siemens Healthineers employees and temporary workers)	Sept. 30	Recordable injuries per 200,000 working hours	n/a	n/a	0.73	0.51	0.49[29]	0.42	
	therein Siemens Healthineers employees	Sept. 30	Recordable injuries per 200,000 working hours	n/a	n/a	0.76	0.57	0.55[29]	0.51	
	therein temporary workers	Sept. 30	Recordable injuries per 200,000 working hours	n/a	n/a	0.55	0.18	0.13[29]	0.07	
Reported cases of occupational illness[28]	Selected countries	Sept. 30	No.	n/a	n/a	20	30	21	21	
Occupational illness frequency rate (OIFR) – Siemens Healthineers[28]	Selected countries	Sept. 30	Occupational illnesses per 200,000 working hours	n/a	n/a	n/a	0.05	0.03	0.02	

Governance

Supplier quality audits with sustainability questions[30]	Total	Fiscal year	No.	238	251	298	269	295	297	
	thereof EMEA	Fiscal year	No.	104	104	115	124	93	106	
	thereof Americas	Fiscal year	No.	79	80	89	75	77	87	
	thereof Asia-Pacific and Japan	Fiscal year	No.	n/a	n/a	n/a	22	48	32	
	thereof China	Fiscal year	No.	n/a	n/a	n/a	48	77	72	
External sustainability audits	Total	Fiscal year	No.	31	27	31	25	18	24	
	thereof EMEA	Fiscal year	No.	5	2	4	5	3	8	
	thereof Americas	Fiscal year	No.	6	4	3	1	4	0	
	thereof Asia-Pacific and Japan	Fiscal year	No.	n/a	n/a	n/a	5	1	3	
	thereof China	Fiscal year	No.	n/a	n/a	n/a	14	10	13	

[28] *As of FY 2024 including CTSI Oncology Solutions.*
[29] *Correction of FY 2023 value.*
[30] *Varian is not yet fully integrated.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Apply best business ethics through compliance										
Agreed improvement measures out of external audits	Total	Fiscal year	No.	652	563	616	428	263	460	
	thereof legal & compliance	Fiscal year	No.	138	102	117	56	47	84	
	thereof basic human rights	Fiscal year	No.	193	190	262	186	104	189	
	thereof prohibition of child labor	Fiscal year	No.	12	5	5	5	2	5	
	thereof health & safety	Fiscal year	No.	249	219	196	150	85	149	
	thereof environmental protection	Fiscal year	No.	22	18	12	10	13	12	
	thereof supply chain	Fiscal year	No.	38	29	24	21	12	21	
Number of compliance cases reported	Total	Fiscal year	No.	n/a	84	110	115	118	157	
Number of disciplinary sanctions	Total	Fiscal year	No.	77	47	18	53	51	88	
	thereof warnings	Fiscal year	No.	52	11	7	19	11	36	
	thereof dismissals	Fiscal year	No.	7	16	10	15	8	23	
	thereof others	Fiscal year	No.	18	20	1	19	10	29	
Donations	Total	Fiscal year	Million EUR	4.3	4.5	9.5	8.3	7.4	9.0	
	thereof EMEA	Fiscal year	Million EUR	0.4	1.0	2.0	3.3	2.3	3.8	
	thereof Americas	Fiscal year	Million EUR	3.0	2.6	2.3	3.9	3.9	3.8	
	thereof Asia-Pacific and Japan	Fiscal year	Million EUR	n/a	n/a	n/a	n/a	1.2	1.5	
	thereof China	Fiscal year	Million EUR	n/a	n/a	n/a	n/a	0.1	–0.2[31)]	

[31)] *Due to correction booking.*

Non-financial indicators	Scope	Fiscal year Sept. 30	Unit	FY 19	FY 20	FY 21	As of FY 2022 including Varian FY 22	FY 23	FY 24	Targets
Responsibly grow long-term business value										
Net Income per employee	Total	Fiscal year	Thousand EUR	31.5	26.9	26.5	29.6	21.5	27.1	
Purchasing volume (PVO)[32)]	Total	Fiscal year	Million EUR	6,400	6,600	7,500	10,300	10,500	9,837	
	Emerging markets	Fiscal year	Million EUR	1,300	1,400	1,600	2,300	2,131	2,100	
Number of strategic (>10.000 EUR annual volume) suppliers[32)]	Total	Sept. 30	No.	27	23	25	18	25	30	
Number of countries with Siemens Healthineers (strategic) suppliers[32)]	Total	Sept. 30	No.	127 (42)	127 (42)	137 (32)	143 (31)	120 (29)	120 (51)	

[32)] *As of FY 2023 including intercompany transactions with Siemens AG. Therefore, adjustment of FY 2023 values.*

A.3

GRI content index

According to GRI 1, the Sustainability Report 2024 of Siemens Healthineers has been prepared in reference to the GRI Standards. The reported GRI topics are based on our materiality analysis. This analysis was conducted in FY 2020 and was reviewed for relevancy and adjusted accordingly in August 2021 after the acquisition of Varian.

Statement of use

Siemens Healthineers has reported the information cited in this GRI content index for the period from October 1, 2023 to September 30, 2024 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

Applicable GRI Sector Standards

Not applicable

GRI Standard	Disclosure	Location	Comment	SDGs
GRI 2	**General Disclosures 2021**			
GRI 2-1	Organizational details	p. 7		
GRI 2-2	Entities included in the organization's sustainability reporting	p. 4		SDG 3
GRI 2-3	Reporting period, frequency and contact point	p. 4, p. 134	Last sustainability report prepared in reference to the GRI Standards	
GRI 2-5	External assurance	p. 134		
	Activities and workers			
GRI 2-6	Activities, value chain and other business relationships	p. 7		
GRI 2-7	Employees	p. 7, p. 62, p. 120		
	Governance			
GRI 2-9	Governance structure and composition	p. 14	See also Annual Report 2024, p. 126	SDG 16
GRI 2-10	Nomination and selection of the highest governance body		See Annual Report 2024, p. 102	
GRI 2-11	Chair of the highest governance body		See Annual Report 2024, p. 129, Supervisory Board	

GRI Standard	Disclosure	Location	Comment	SDGs
GRI 2-12	Role of the highest governance body in overseeing the management of impacts		See also Annual Report 2024, p. 102, Bylaws (Rules of Procedure)	SDG 17
GRI 2-13	Delegation of responsibility for managing impacts	p. 11		SDG 16
GRI 2-14	Role of the highest governance body in sustainability reporting	p. 15		
GRI 2-15	Conflicts of interest		See Annual Report 2024, p. 126 and Declarations of Conformity with the German Corporate Governance Code	
GRI 2-16	Communication of critical concerns	p. 95		
GRI 2-17	Collective knowledge of the highest governance body	p. 14		
GRI 2-18	Evaluation of the performance of the highest governance body			
GRI 2-19	Remuneration policies	p. 14	See Compensation Report 2024	
GRI 2-20	Process to determine remuneration		See Compensation Report 2024	
	Strategy, policies and practices			
GRI 2-22	Statement on sustainable development strategy	p. 3		SDG 3, SDG 16
GRI 2-23	Policy commitments	p. 79, p. 95		SDG 8, SDG 12, SDG 16
GRI 2-25	Processes to remediate negative impacts	p. 95		
GRI 2-26	Mechanisms for seeking advice and raising concerns	p. 95		SDG 16
	Stakeholder engagement			
GRI 2-29	Approach to stakeholder engagement	p. 15		SDG 8, SDG 16, SDG 17
GRI 3	**Material Topics 2021**			
GRI 3-1	Process to determine material topics	p. 13		
GRI 3-2	List of material topics	p. 13		

GRI Standard	Disclosure	Location	Comment	SDGs
GRI 3-3	Management of material topics	p. 22, p. 45, p. 51, p. 62, p. 86, p. 103		
GRI 201	**Economic Performance 2016**			
GRI 201-1	Direct economic value generated and distributed	p. 7		
GRI 302	**Energy 2016**			
GRI 302-1	Energy consumption within the organization	p. 115		
GRI 303	**Water and Effluents 2018**			
GRI 303-3	Water withdrawal	p. 118		
GRI 303-4	Water discharge	p. 119		
GRI 303-5	Water consumption	p. 119		
GRI 305	**Emissions 2016**			
GRI 305-1	Direct (Scope 1) GHG emissions	p. 113		SDG 7, SDG 8, SDG 9, SDG 11, SDG 12, SDG 13
GRI 305-2	Energy indirect (Scope 2) GHG emissions	p. 113		
GRI 305-3	Other indirect (Scope 3) GHG emissions	p. 114		
GRI 305-4	GHG emissions intensity	p. 114		
GRI 305-5	Reduction of GHG emissions	p. 46, p. 48		
GRI 306	**Waste 2020**			
GRI 306-2	Management of significant waste-related impacts	p. 51, p. 115		
GRI 306-3	Waste generated	p. 116–118		SDG 6, SDG 8, SDG 12
GRI 306-4	Waste diverted from disposal	p. 116–118		
GRI 306-5	Waste directed to disposal	p. 116–118		

GRI Standard	Disclosure	Location	Comment	SDGs
GRI 308	**Supplier Environmental Assessment 2016**			
GRI 308-1	New suppliers that were screened using environmental criteria	p. 90, p. 128		
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	p. 90, p. 129		
GRI 401	**Employment 2016**			
GRI 401-1	New employee hires and employee turnover	p. 122–123		
GRI 403	**Occupational Health and Safety 2018**			
GRI 403-1	Occupational health and safety management system	p. 76		SDG 13
GRI 403-6	Promotion of worker health	p. 76, p. 78		
GRI 403-9	Work-related injuries	p. 124–128		
GRI 403-10	Work-related ill health	p. 124–128		SDG 8, SDG 3
GRI 404	**Training and Education 2016**			
GRI 404-1	Average hours of training per year per employee	p. 67, p. 124		SDG 5
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	p. 70, p. 124		
GRI 405	**Diversity and Equal Opportunity 2016**			
GRI 405-1	Diversity in governance bodies and employees	p. 65		SDG 5, SDG 8, SDG 10
GRI 414	**Supplier Social Assessment 2016**			
GRI 414-1	New suppliers that were screened using social criteria	p. 90, p. 128		
GRI 414-2	Negative social impacts in the supply chain and actions taken	p. 90, p. 129		

A.4

Independent practitioner's report on a limited assurance engagement on sustainability information

To Siemens Healthineers AG, Munich

We have performed a limited assurance engagement on the disclosures denoted with ✓ in the sustainability report of Siemens Healthineers AG, Munich (hereinafter "the Company"), for the period from 1 October 2023 to 30 September 2024 (hereinafter the "Report"). Our engagement in this context relates solely to the disclosures denoted with the symbol ✓.

Responsibilities of the Executive Directors

The executive directors of the Company are responsible for the preparation of the Report in accordance with the principles stated in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter the "GRI-Criteria") and for the selection of the disclosures to be evaluated.

This responsibility of Company's executive directors includes the selection and application of appropriate methods of sustainability reporting as well as making assumptions and estimates related to individual sustainability disclosures, which are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as they have considered necessary to enable the preparation of a Report that is free from material misstatement whether due to fraud or error.

Audit Firm's Independence and Quality Management

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the Standard on Quality Management 1 published by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): Requirements to quality management for audit firms (IDW Qualitätsmanagementstandard 1: Anforderungen an das Qualitätsmanagement in der Wirtschaftsprüferpraxis – IDW QMS 1 (09.2022)), which requires the audit firm to design, implement and operate a system of quality management that complies with the applicable legal requirements and professional standards.

Practitioner´s Responsibility

Our responsibility is to express a limited assurance conclusion on the disclosures denoted with ✓ in the Report based on the assurance engagement we have performed.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to allow us to conclude with limited assurance that nothing has come to our attention that causes us to believe that the disclosures denoted with ✓ in the Company's Report for the period from 1 October 2023 to 30 September 2024 have not been prepared, in all material aspects, in accordance with the relevant GRI-Criteria. This does not mean that

a separate conclusion is expressed on each disclosure so denoted.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's judgment.

Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement
- Inquiries of personnel involved in the preparation of the Report regarding the preparation process and selected disclosures in the Report
- Analytical evaluation of selected disclosures in the Report
- Evaluation of the processes for collecting, analyzing and aggregating selected data from various locations of the company on a sample basis

Assurance Conclusion

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures denoted with ✓ in the Company's Report for the period from 1 October 2023 to 30 September 2024 have not been prepared, in all material aspects, in accordance with the relevant GRI-Criteria.

Intended Use of the Assurance Report

We issue this report on the basis of the engagement agreed with the Company. The assurance engagement has been performed for purposes of the Company and the report is solely intended to inform the Company as to the results of the assurance engagement. The report is not intended to provide third parties with support in making (financial) decisions. Our responsibility lies solely toward the Company. We do not assume any responsibility towards third parties.

Munich, November 22, 2024
PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Holger Lutz
Wirtschaftsprüfer
(German Public Auditor)

Hendrik Fink
Wirtschaftsprüfer
(German Public Auditor)

A.5

Notes and forward-looking statements

This document contains statements related to our future business and financial performance and future events or developments involving Siemens Healthineers that may constitute forward-looking statements. These statements may be identified by words such as "expect", "forecast", "anticipate", "intend", "plan", "believe", "seek", "estimate", "will", "target" or words of similar meaning. We may also make forward-looking statements in other reports, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations, plans, and certain assumptions of Siemens Healthineers' management, of which many are beyond Siemens Healthineers' control. As they relate to future events or developments, these statements are subject to a number of risks, uncertainties, and factors, including but not limited to those possibly described in the respective disclosures, in particular, in the chapter "Report on material risks and opportunities" in the Annual Report 2024. Should one or more of these or other risks, uncertainties, or factors (e.g., events of force majeure, including but not limited to unrest, acts of war, pandemics, or acts of God) materialize, plans change or should underlying expectations not occur or assumptions prove incorrect, Siemens Healthineers' management actions, actual results, performance, or achievements of Siemens Healthineers may (negatively or positively) vary materially from those described explicitly or implicitly in the forward-looking statements.

This document includes supplemental financial measures that are or may be alternative performance measures not precisely defined in the applicable financial reporting framework. These supplemental financial measures may have limitations as analytical tools and should not be viewed in isolation or as alternatives to measures of Siemens Healthineers' net assets and financial position or results of operations as presented in accordance with the applicable financial reporting framework. Other companies that report or describe similarly titled alternative performance measures may calculate them differently, and therefore they may not be comparable to those included in this document. Please find further explanations regarding our (supplemental) financial measures in chapter "A.2 Financial performance system" and in the Notes to consolidated financial statements, Note 30 "Segment information" of the Annual Report 2024 of Siemens Healthineers.

Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures to which they refer.

For technical reasons, there may be differences in formatting between the accounting records appearing in this document and those published pursuant to legal requirements. Some of the features and products described herein may not be available in the United States or other countries.

The information contained in this document is provided as of the date of this document and is subject to change without notice.

A.6

Further information and useful resources

Additional information

Siemens Healthineers Annual Report 2024 is available at: ↗ siemens-healthineers.com/annual-report-2024.

Further sustainability information

Further information on our commitment to sustainability and additional sustainability-related indicators is available here: ↗ Sustainability.

Further information on research, development, and innovation at Siemens Healthineers is available here: ↗ Innovations with impact.

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Published by Siemens Healthineers AG